AMERICAN BUSINESS

Combined with System

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VOLUME 12, NUMBER 6

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Next Month

How are we going to get to work as rubber disappears from civilian life? How are we going to keep the stores open, deliver the goods and service the people's needs?

These are questions America is just beginning to answer, and we are proud of a story scheduled for July which tells the steps taken by one community to keep its workers moving, its stores functioning, and its essential services operating. Every business leader will find ideas in this report.

Tools and supplies have a mysterious way of disappearing unless minute plans and methods are perfected to conserve them. A full report on one company's methods which really work is included for July.

Training becomes a bigger problem each month as more and more men enter the armed forces or the government service. Another of the series of factual reports on training is all ready for next month's issue.

On to Berlin

$3.00 a Year; Single Copies, 35 Cents

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LETTERS and COMMENT

Chrysler Isn't the Only One!

To the Editor:

I read with interest the article about Chrysler War Bond Buying Drive in your April issue of AMERICAN BUSINESS. It is very interesting to me the great publicity that they have received with regard to this matter, but I do not think that they have done more than many other American companies.

For instance, while some of their departments were still only 90 per cent, our company of over 2,900 employees were 100 per cent participating in the weekly payroll deduction plan. We have received no treasury flag as yet. I fail to note anywhere the amount of deduction of their employees, and it may interest you to know that our deduction is about 12½ per cent of the weekly payroll, or a total of $18,415 weekly, and this amount is increasing.

What our employees have done, I am sure every American worker wants to do if given the proper recognition and cooperation.—ROBERT F. NELSON, *vice president, Arma Corporation, Brooklyn, New York.*

Interest in Continuous Form Attachment

To the Editor:

The article, "When You Need More Office Room," which appeared in the May number of AMERICAN BUSINESS contained many timely hints for improving office efficiency. I was particularly interested in the reference to Speed-O-Form attachments. I would appreciate it if you could give me the maker's name.—WM. J. BURGAR, *comptroller, North American Life Assurance Company, Toronto, Canada.*

To the Editor:

In a recent issue of AMERICAN BUSINESS there appeared reference to a Speed-O-Form attachment which handles letterheads, copies, and carbons with supposedly not much more than the press of a lever, and about which we would like to learn further. This has been brought to our attention, but we have been unable to locate the item to learn who the manufacturer is. Perhaps you will be able to advise us with whom we should communicate.—MALCOLM C. LANG, *forms editor, American Mutual Liability Insurance Company, Boston, Massachusetts.*

GENTLEMEN: The Speed-O-Form device described in the May issue of AMERICAN BUSINESS in the article about the United Autographic Register Company's offices is one of that company's own products. The address is 5000 South California Avenue, Chicago, Illinois.

The Egry Register Company and the Standard Register Company, both of Dayton, Ohio, also make somewhat similar devices.

What We Know About Getting War Work

To the Editor:

What information have you compiled on the subject of obtaining war contracts?—WM. M. WERNER, *assistant sales*

manager, New Idea, Inc., Coldwater, Ohio.

MR. WERNER: We began publishing articles about small contractors' efforts to obtain war work in the December 1941 issue of AMERICAN BUSINESS. In that issue appeared the article, "Keep the Whistle Blowing!" which described the efforts of Lyon Metal Products, Incorporated, Aurora, Illinois. In the February 1942 issue, we told the story of the Globe American Corporation, Kokomo, Indiana, in the article, "From Stoves and Ranges to Steel Lifeboats." In April appeared the article, "Where to Look for War Work," and in the May issue we told about the conversion of an automobile dealer to war work in the article, "War Work for Automobile Dealers." This month beginning on page 14 appears an article, "When the Small Business Goes After War Contracts."

We have also published several articles concerning the operations of various pool plants. These articles were: "Ypsilanti Bids for War Work," February 1942; "War Work for Idle Plants," April 1942; "Why We Scrapped Our War Production Plan," April 1942; "How 19 Small Plants Found War Work Contracts," May 1942; and in this issue beginning on page 12 you will find an article, "Small Town Shops Handle a $2,500,000 War Contract," along similar lines.

We believe a careful study of these articles will give you some pointers in your efforts to obtain government work.

He Takes a Poke At Whitmore

To the Editor:

The article on sales methods, "What Kind of Selling Can We Expect After the War," in the April issue of AMERICAN BUSINESS struck me as mere "twaddle." Truly, with the magnitude of "unionization" and large business, both grasping for power, we no doubt are in for changes. However, your article offered nothing.

To have stronger middlemen will unquestionably take these individuals out of the middleman's class and do away with the graduated system of business levels. You tend toward big and little, little men.

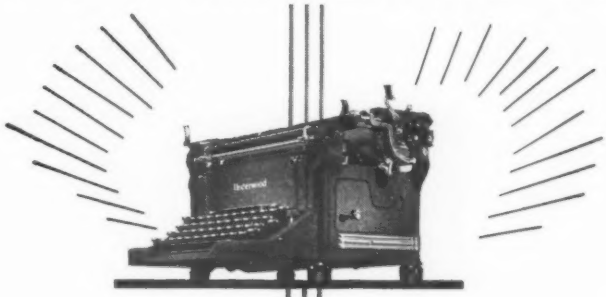
It's my belief what makes America America is our promotion set-up based on salesmen. I also agree that distribution costs are high, but a really little man can't afford in all cases to purchase a week's supply as you suggest. Yet this little man, in relation to our population, far outnumbers the strong middleman or large corporation. The number of wage earners in the lower bracket will prove this.

In rebuttal, for the salesman I might cite the following example: In New York we have an insurance policy sold by the State to low bracket earners at a distinct saving. Did it prove a success? No! Why? The plan did not call for salesmen to persuade people of its benefit.

I am not a salesman.—MARSHALL K. STOLL, *Buffalo, New York.*

1942

How Long will your Office Machines Last?



How long will the war last? How long will my office machines last? . . . these are the questions many executives are asking.

Here is one thing you can be sure about. Your office machines will last longer if you take advantage of the Underwood Maintenance Service Plan!

Your Underwood Representative will be glad to explain how the plan assures peak performance, economy and longer life for your office machines. His knowledge, experience and ability to do a thorough job will help keep your typewriters, adding machines and accounting machines on the job.

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1943?

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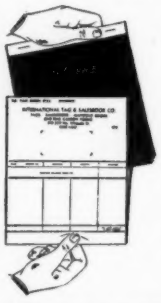

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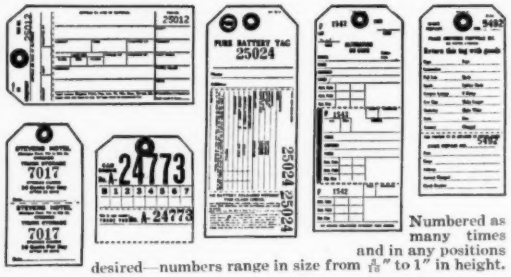

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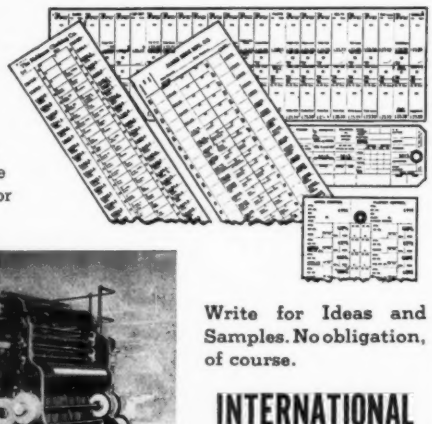

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Want Profit Article Spread Far and Wide

To the Editor:

In the May issue of AMERICAN BUSINESS the article, "This Hullabaloo About Profits," is worthy of reprinting. We would like very much to have copies to attach to our paychecks in the very near future. Are they obtainable?—CHARLES YOUNG, *Patek & Company, San Francisco, California.*

To the Editor:

I wish to compliment you on your article in the May issue of AMERICAN BUSINESS entitled "This Hullabaloo About Profits."

The thought has occurred to me that it might be possible for your company to forward copies of this article to all of our United States Senators and Representatives in Washington. Most certainly anyone reading this article would have the long range point of view brought to them for the good of our country in the after-the-war picture.

I do not know whether the use of your articles by newspapers is restricted, but most certainly such papers as the Chicago *Tribune* and other large metropolitan papers would do well to devote plenty of space to this article.—H. F. BANKS, *zone manager, Oldsmobile, Milwaukee, Wisconsin.*

GENTLEMEN: We are now preparing the article, "This Hullabaloo About Profits," in booklet form, which will be off the presses shortly, and we will be glad to supply you just as soon as they are ready.

From One of Our English Readers

To the Editor:

I have been a constant and interested reader of your magazine since the outbreak of the present war. Unfortunately I have not been able to purchase directly owing to the difficulty of money exchange that exists between our countries at the present time, but at the resumption of peace I hope to become a subscriber.

I would ask a favor. As I have no contact in the States, would you please assume such aspect?

I am keen to contact an American magazine published for the benefit of toy manufacturers and possibly toy exporters—in fact, any national magazine which you would recommend, which would interest the toy reader. I cannot reimburse you for any trouble or expense taken because of the regulations now in force, but if you do wish any such arrangement, I'll make certain that such are carried through when it is humanly possible. —D. P. OWENS, *Liverpool, England.*

MR. OWENS: We enjoyed reading your letter and have gladly written publishers of two toy magazines in your behalf. They are *Toys and Novelties* and *Playthings.* We hope their magazines reach you safely and that you enjoy them.

Address of Rubber Stamp Maker

To the Editor:

Please give me the name of the nearest distributor of Fulton rubber stamp outfits.—GEORGE M. CHANCELLOR, *publisher, The Breckinridge Messenger, Cloverport, Kentucky.*

MR. CHANCELLOR: The Fulton Specialty Company, Elizabeth, New Jersey, manufactures a self-inking and Dri-Kwik stamp pad. If you will write that company we are sure it will be glad to tell you where its distributor nearest you is situated.

Selling Will Be a Post-War Problem

To the Editor:

In the article, "Can We Pull Up the Slack in Selling?" in the May issue of AMERICAN BUSINESS we heartily agree with Mr. Whitmore's conclusion that sales managers must begin to devise ways and means to eliminate waste in selling. To the time wasted on "fishing expeditions," add (1) extravagant use of salesmen as messengers to deliver catalogs and (2) trying to "rush" prospects as soon as they write for information and *before* they have had time to *compare* information on competing products.

Again, higher selling costs accrue from attempting to perform individually certain functions which many manufacturers have long since discovered can be done more efficiently and economically on a cooperative basis. For example:

Market surveys
Distribution and maintenance of essential product information
Elimination of obsolete product information

It is easy to foresee that competition after the war will be such that only those can survive who squeeze out all extravagances and waste in selling.—A. L. ERICKSON, *editor, Building Business, Sweet's Catalog Service, New York, N.Y.*

To the Editor:

I thought Mr. Whitmore's most recent article in May, "Can We Pull Up the Slack in Selling?" was simply swell and would appreciate it very much if you would arrange to send me a dozen reprints of it in the near future. Ours is the case of selling a highly specialized type of machinery to a relatively tiny field of customers, namely some eight hundred breweries in the western hemisphere, besides a few in North and South Africa. Each of our salesmen is an experienced mechanical or civil engineer with long jumps between calls. Therefore, you can appreciate how well Mr. Whitmore's ideas for weeding out the waste in selling methods can hit home in our conditions.—PAUL K. WEHMILLER, *advertising manager, Barry-Wehmiller Machinery Company, St. Louis, Missouri.*

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ONLY BURROUGHS MECHANICAL SERVICE GIVES YOU THESE ADVANTAGES

1 Burroughs mechanical service is rendered by factory-trained and factory-controlled, salaried representatives whose service work is guaranteed by Burroughs.

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3 Burroughs service is national, conveniently located to give prompt, efficient attention to every call.

4 All Burroughs service men are promptly and fully informed about every improvement in service, every new machine feature and every mechanical change.

The accessibility of experienced Burroughs service men . . . the quality of their work . . . their eagerness to do a good job . . . all are major factors in helping Burroughs users to keep their machines in uninterrupted operation—get more and better work out of them—and greatly prolong their life.

For complete information, telephone your local Burroughs office, or write direct to—

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DETROIT, MICHIGAN

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The TREND of Business

as seen by the publisher

WE ARE now entering the third stage of the war. The first stage was the blueprint stage. Then came production; Don Nelson has said we are now over the hump in production. The third stage is transportation, getting the munitions of war which we are producing in truly amazing quantities from the place where they are made to the fighting fronts where they will be used. The initial dislocations caused by the increasing demands on transportation are already felt. The Government has taken over the air lines; tires and automobiles are being rationed; and it seems inevitable as the increased load is thrown upon our railroads, that railroad tickets will also have to be put on the priority list. All this adds up to a large-sized headache for business men who are striving to keep their businesses going. It means many salesmen will have to stay at home. And it means tremendous changes in our whole system of distribution. But no matter what hardships may be entailed, no one will complain. American business men have long since determined that business as usual is out, and that what must be done to win this war will be done willingly and wholeheartedly.

A New Business Opportunity

Even a war can have a silver lining. And this war is no exception. It is true that hundreds of businesses are being closed up; and thousands of executives have had to take other jobs. But it is also true that the war has opened up opportunities which never before existed. The protection of our civilian population, their lives, their homes, and their places of employment is a case in point. It is estimated that upwards of $2,000,000,000 will be spent for air raid protective materials and supplies; for blackout, anti-sabotage, and morale-building equipment; for air raid shelters, camouflage schemes, gasproof clothing, fire-fighting equipment, etc. This will be over and above the $100,000,000 which the Federal Government has already appropriated. It will be spent by every home owner, every plant owner, every building owner, as well as by municipalities, state councils of defense, and other protective organizations. Looking toward this new market, Willys-Overland Motors, Inc., is organizing its dealers into a nation-wide chain of "blackout service stations." Men who used to sell automobiles are now selling air raid protective supplies and equipment. Other manufacturers are seeking to recoup some of their lost sales volume by bringing out products to be used in civilian defense. While the country is not as air raid conscious as some of our allies who are nearer to bomber bases, there is none the less a growing appreciation of the fact that what we did to Tokyo, Berlin can do to us and probably will. Civilian protection is already big business. It is becoming bigger every month the war lasts.

Relief for Business Men

With everybody and his brother soliciting contributions for war charities, perhaps it might be well if some kind soul started a committee for the relief of business men. Hardly a day goes by but there is some kind of call for funds. Yesterday it was China Relief; today it is Russian Relief; tomorrow it may be Abyssinian Relief. By themselves these are not bad, but when you add them to Bundles for Blue Jackets, Bundles for America, and all the various Army and Navy relief activities, it is quite a list.

It is safe to say that every business man is in hearty accord with the idea of helping. We all want to do our part. But sometimes we wonder who is behind these activities; how much of the money we give goes for administration expense and in some cases at least,

whether our gift goes for relief at all. The problem is not unsimilar to contributions to all sorts of local charities. We cracked that by writing one check for our total contributions to the Community Chest.

Perhaps this same principle might be applied to the war charities which are becoming more and more of a headache. Instead of writing a dozen checks for these numerous activities, why not turn the job over to the Federal Government and add a few dollars to our taxes for war charities? Through lease-lend machinery and other agencies, the Government could do the job with the least risk of our money being used for unworthy schemes. The fund thus collected could be allocated so as to do the most good. It wouldn't cost us any more, perhaps not as much.

The suggestion may not be practicable. Perhaps there is a better way to handle the problem. But it seems clear that the multiplicity of demands for war relief, coming on top of taxes which are really going to hurt, calls for action of some kind. As it is, there are too many well meaning people tugging at a pocketbook which is already a war victim.

Frozen Loss Leaders

OPA's price freezing order is the most significant step thus far taken toward the complete administration of U. S. business by government. It is impossible to control prices without eventually controlling the whole distribution system. Take the matter of freezing prices on loss leaders used by retail merchants to increase store traffic. What will merchants do about these? In all probability they will just let them disappear from their shelves and counters. To hold these loss leaders down to required price ceilings would seem asinine. With taxes going up, overhead expenses frozen, and sales volume shrinking, your average business man is not likely to want any perpetual loss leaders thumbing their nose at him. He will probably do a right-about face and go in for long profit, nonadvertised products instead. He will conclude that since it costs 25 per cent to do business, he just won't handle any product on which he does not gross at least 40 per cent. That means many nationally advertised brands will have to be dropped overboard, but this is war. It is a case of doing whatever is necessary to stay in business. And with big merchandisers like Sears, Roebuck and Company forecasting a drop of $100,000,000 in this year's sales, you can't blame Mr. Average Merchant for feeling that way. What does the Government propose to do about this problem? It might be argued that there are too many merchants anyway. But any such general closing down of small business will create a highly deflationary condition, so the only thing left is subsidies. That may well come, and with it will come what amounts to the complete domination of small business by the Federal Government, which will last long after this war is forgotten.

What Can Worrying Do?

Over the stage of the Goodman Theater, in Chicago's Art Institute, appears this thought: "You must set fire to the fagots you have brought." There is a world of wisdom and truth in that line and food for a lot of thought. We are all pretty much alike. We go to plays, or meetings, or whatever it might be with a down beat in our hearts and a dead pan look on our faces. We have the fagots all right, but we are a bit short on fire. We would much rather sit in the corner and worry over all the dire things we think are going to happen than be cheerful. Worrying is the favorite indoor sport of the business community. Which brings to mind a verse, read by Herbert J. Taylor, president of the Club Aluminum Products Company, at a recent district conference of Illinois Rotarians. It runs as follows:

Worry? Why worry? What can worry do?
It never keeps a trouble from overtaking you.
It gives you indigestion, and wakeful hours at night,
And fills with gloom the day, however fair and bright.
It puts a frown upon the face, and sharpness in the tone,
We're unfit to live with others, and unfit to live alone.
Worry? Why worry? What can worry do?
It never keeps a trouble from overtaking you.

Pray? Why pray? What can praying do?
Praying really changes things, arranges life anew.
It's good for your digestion, gives peaceful sleep at night,
And fills the greyest, gloomiest day with rays of glowing light.
It puts a smile upon your face, the love note in your tone,
Makes you fit to live with others, and fit to live alone.
Pray? Why pray? What can praying do?
It brings God down from Heaven, to live and work *with you.*

After the War Is Over

Instead of worrying and stewing about what may never happen, it might be more profitable if we devoted the time now spent that way in thinking about how we are going to lick some of the problems which the war's end will dump on our lap. There is a growing opinion in well informed quarters that the war will end this coming winter. That may be just wishful thinking. Yet American newsmen out of Germany say that the German general staff is gambling all on its coming Russian offensive. If this drive fails, and Lloyd's of London is laying heavy odds that it will, the Nazis might ask for an armistice. Whether they would get it is another matter. The point is: If that should happen, would you be ready? Have you plans for meeting the conditions which sudden peace would bring? Where would you go to get the business you need to keep your plant running even thirty hours a week? What about new products to meet post-war conditions? What about your sales and marketing organization? What about sales promotion? Perhaps you are like the coal operator who was in the Dartnell offices with a complete plan all ready to let go the week peace was assured. If so, you are to be congratulated. We may not know when the war will end; but some day the firing will cease over there and the really tough selling will begin over here.—*J. C. A.*

But did KARDEX help them increase production . . . . . ?

Let's take the case of the Bath Iron Works, up in Bath, Maine. They're building ships for the Navy, flying the Navy's "E", too.

Bath Iron use Kardex for administrative functions vital to their whole production program. ***Procurement,*** for example. ***Personnel, Inventory Control.***

Bath's KARDEX PROCUREMENT RECORD is a "self starter." Shortly before a delivery is due—before it has a chance to hamper production by arriving late—this Kardex record ***signals*** that follow-up action is needed. One clerk handles thousands of outstanding purchase orders—without instructions from "higher-ups."

80% OF NAVY "E" WINNERS USE KARDEX PRODUCTION CONTROLS*

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Bath's KARDEX INVENTORY CONTROL keeps stock in line with government limits, prevents exhausted stores by accurately estimating production needs. It's the most scientific of all materiel inventory records—yet it's simple enough for the office boy to handle!

Important factors . . . ***Procurement, Personnel, Inventory*** . . . more than mere "paper work." ***Control Factors*** that must be geared to the speed of the production line . . . that ***determine*** the speed of the production program.

That's why 80% of the Navy's crack contractors think of records as an integral part of their production lines. That's why they use Kardex—the ***administrative machine tool*** that gets things done faster . . . smoother . . . without delay.

Mr. War Contractor, if YOU need any administrative machine tools, we've got a big data file over at our office. Plenty on tap there. Experience—proved in practice by the nation's top producers. Look up my number in the phone book. I can get over right away.

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. . . Kardex for every production problem

To April 3, 1942, the Navy had named 183 awards.

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KARDEX *visible systems of* PRODUCTION CONTROL

What Will Labor Demand After the War?

Public sentiment is swinging back to management as more constructive labor-relations policies are adopted. Even labor itself shies away from vaulting ambitions of extremist labor leaders. Management faces its biggest opportunity to bring common sense to labor movement

BY EUGENE WHITMORE

IN A recent meeting of the National Association of Manufacturers there was a discussion of what creates labor troubles and what effect wage increases may have on staving off union agitation. During the discussion one large employer of labor, whose employees had recently turned down the efforts of a labor organizer, said, "We are putting too much emphasis on the importance of wage rates and hours of labor.

"More than high wages, more than short hours, employees want a management which they believe. It is not enough that management pays fair wages. Labor must believe that wages are fair. Labor wants to think well of management, and it wants to be properly informed about management."

This employer claimed that management ought to be able to convince labor that it is honest, fair, and genuinely interested in labor's welfare. He reminded his fellow employers that, "The employer has the workers eight or ten hours a day, and PAYS them money. The union leader has them a few minutes a day and takes money away from them. We ought to be able to convince them that their best interests lie with management."

Yet, at the same meeting, Dr. Claude Robinson, president of Opinion Research Corporation, reporting on public opinion polls concerning union labor, declared that 82 per cent of the union members all over the country think unions are a good thing and that an almost equally high percentage of union men think it is necessary to belong to a union to insure a fair deal from employers.

According to repeated surveys of public opinion conducted by the National Association of Manufacturers, from 76 to 67 per cent of the people favor the idea of collective bargaining. The high point of 76 per cent in favor of collective bargaining came in 1936 but fell to 67 per cent in late 1941.

Despite this belief in collective bargaining, even the unions themselves have been unable successfully to sell the idea of check-offs, closed shops, union participation in management, union dictation of hiring and firing policies.

Ninety per cent of union members areagainst union participation in management, which is the announced ambition of some labor leaders. Sixty-five per cent of union members think that unions should collect their own dues. These figures were reported by Dr. Robinson, who has conducted repeated polls of union opinion.

Assuming that Dr. Robinson's surveys accurately reflect public and union thinking, we have these facts to consider in any attempt to formulate labor relations policies.

1. Union leaders (aided by government in some cases) have done a better job of salesmanship than management.
2. The public, once overwhelmingly in favor of collective bargaining, is beginning to ask itself if the manner in which collective bargaining has been carried out doesn't cancel the advantages.
3. Union leaders, and not rank and file members, are almost wholly responsible for demands for increased power for unions.
4. The "honeymoon" of government-labor-public is beginning to pall, and more people are coming to recognize that many of management's claims and statements are just and correct.

Labor and The Sales Dollar

Progressive management today stands a chance to assume its rightful role of leadership toward saner labor relations. Labor's extremists by their excesses have alienated large numbers of workers and also a large sector of the public once overwhelmingly partial to labor leaders. For future assurance of better relations farsighted management leads in:

1. **Educating ALL its employees and the public concerning profits and losses, and the need for capital to provide jobs in the future.**
2. **Improving the skills and ability of foremen and other liaison workers who carry much of the responsibility for management-employee relations.**
3. **Planning for job security, leveling off employment, and increasing annual, rather than hourly earnings.**
4. **Establishing closer relationships between rank and file workers and higher-ups, putting employee and labor relationships in the hands of responsible, capable leaders.**
5. **Giving all employees full and complete facts which convince them that they are enjoying a fair and equitable share of the sales dollar.**

5. Management is now faced with its greatest opportunity to win greater faith from both labor and the public.
6. Management must not yield to temptations to indulge in name-calling contests with union agitators, to attack labor, to fight labor, or to assume a belligerent attitude toward labor, even in cases where a fighting policy seems justified.

One factor which has muddied the waters of labor relations is the altogether natural and human tendency of management to adopt, on occasion, a militant, fighting, and at times even bitter policy of opposing labor's belief in collective bargaining. It seems that the idea of collective bargaining is here to stay. Nothing short of a violent public reaction against it can stop the trend toward collective bargaining. If this is true, management's job is not to butt its head against a stonewall, but to extend and broaden a policy of education, patient, constructive teaching, and tireless presenting of facts.

The facts and the truth are on management's side. But unless those facts and the truth are fully understood by the rank and file of labor, management will continue to be exploited by labor leaders. There are a few exceptions, but as a general rule American management wants to, tries to, and generally does give its labor a fair deal. The danger is that the small minority of companies which would be unfair, which would exploit labor, which would undermine the wage structure may be represented to the public and to labor itself as typical of all management and ownership of industry.

Labor agitators are extremely skilled at dramatizing cases of unjust treatment of labor. This is their job. They study it night and day. They have developed highly convincing techniques of presenting exceptional cases as typical of the treatment accorded to labor by all employers.

Management's job is to make this impossible. Management can win the faith of the public and the great majority of labor union members as well, if it will develop a technique for dramatizing and explaining its side of the story.

What we must remember is that when the problem is stripped of all its side issues, such as union security, working rules, jurisdiction, shop rules, and other union issues, the real and only issue is that labor be paid its fair share of the sales dollar. Labor claims that management is paid more than its just share of the sales dollar. Labor claims that the wages of capital (profits) are unjustly high. Right here there is a tremendously fertile field for education. It is safe to say that the average working man passionately believes that business is more profitable than it actually is. And this same working man and woman have been convinced that management is paid more than it is paid. We spotlight the few high salaries until labor has been led to believe that management receives far more than it actually does and until labor believes that the percentage allotted to management is far higher than it actually is.

One reason why labor believes these false claims is that, on the whole, management has done so little to give labor the facts. We ought to get over the idea that certain facts and figures about business are so sacred and confidential. It is this tight-lipped, say-nothing policy which has enabled the other side to convince labor it is underpaid and receives less than its due share of the wealth it helps to create.

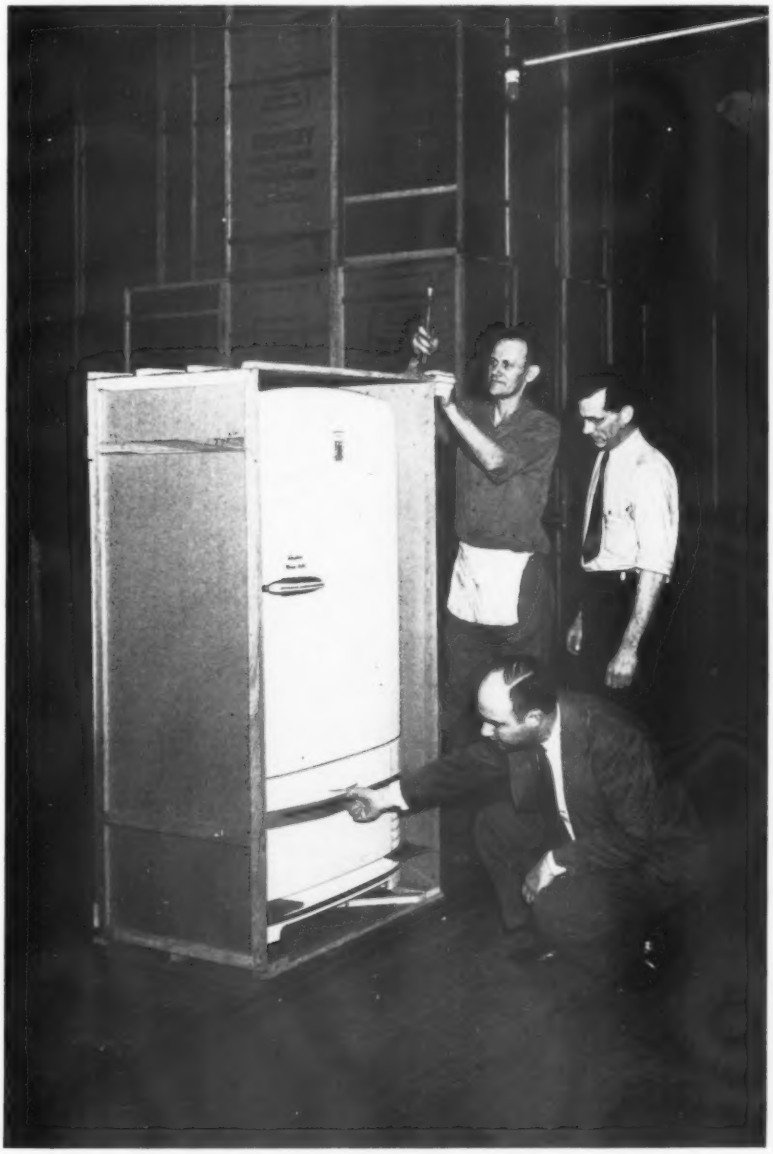
Of course, many companies are already doing an excellent job of explaining where the sales dollar goes. But too few companies do this. Even the companies which do an excellent job of interpreting balance sheets and annual statements do not continue the job throughout the year. Selling the fairness of management's position is a sales job, exactly as important and requiring almost exactly the same technique as selling the com-

pany's product. The company which turns out attractive, well designed, well printed, beautifully illustrated advertising to sell its product will be content with a dull, badly written, unattractive annual statement, expected to sell the company itself.

In our approach to "selling" labor the facts about business, we must look upon the labor leader, the union organizer, not as a natural and predatory enemy (even though he may actually be this and more), but as a rival or as a competitor for our employees' "business." Our employees are possible "customers" for a labor organizer's bad leadership. Or they are possible "customers" for management's good leadership. If we do not sell them, the politicians, the agitators, and the organizers will.

All the "salesmanship" on earth will not correct an unsound labor relations policy, nor will it win workers who are unfairly treated and underpaid. As we know, most workers are fairly paid; most companies treat labor fairly, or at least try to treat labor fairly. There are some cases where top management is not close enough to workers to realize that the bosses, the department heads, the supervisors, and the foremen have become petty tyrants in their own right, nullifying all the good policies and intentions of management. It is for reasons such as these—constant, little pin pricks of irritation—that some well-intentioned labor policies are wrecked to the amazement of management. But the vast majority of businesses worthy of the name are fair with employees—many of them fair to the point of leaning over backwards. The job is for management—the biggest men in management—to establish such close relations with workers, to exercise such vigilance, to keep those relationships open and above board that worker confidence in management cannot be undermined by side issues.

Collective bargaining is not a side issue. That is here to stay—but side issues are closed shops, check-offs, union attempts to assume management functions, union attempts to control hiring and firing, to set up costly and uneconomic shop rules. If we can get labor on the main issue, which is insurance that it obtains a just share of the sales dollar, all the other issues fade into relative insignificance. When high hourly wages are made to seem more important than a fair share of the sales dollar, when some contention about working rules is made to seem all important, labor is misled into thinking it is abused. But when management honestly presents the facts to show that labor receives a just and reasonable share of the sales dollar, we are on the road to vastly improved labor relations. Proof of this is already available in some instances.



Last Crosley refrigerator until our enemies are crushed. In hundreds of plants throughout America scenes like this occurred as the final civilian product rolled off the lines and conversion to all-out war production was completed. Thus one phase of the war effort is over—today shipping is the bottleneck as American factories astonish the world with more production than ever thought possible

Small towns and small shops have found it difficult to win a place in the war contract program, but here is a report on a small town group that just wouldn't take "no" for an answer and is now busy on an important war job. There may be a good idea here for any group of small industries or plants

"Your plant is too small," officials told Babcock, but with other small plant owners and help of the Mayor, important contracts for war work were obtained

Small Town Shops Handle a $2,500,000 War Contract

BY BERT O'SHEA

AS CITY Manager of DeLand, Florida, William V. Deegan was instrumental in the formation of what is believed to be the first pool of its kind in operation. Individually, every member would be too small to negotiate for any type of defense work.

At the small cost of only $820 to the city, DeLand's efforts have been rewarded with $2,507,700 worth of war contracts, a portion of which is already being processed by several small shops, and pool officials are optimistic over future prospects.

But do not be misled into believing that DeLand's success was achieved overnight or that any individual single-handedly was responsible. Rather, it was a cooperative effort requiring many months of careful study and persistent salesmanship.

"Perseverance and sweet oil," is the way it is explained by Maxwell B. Harvey, president and general manager of the Babcock Aircraft Corporation, the prime contractor.

"We had a lot of grief, a lot of heartaches, and sometimes we felt like we were trying to do the impossible," says Mayor Leo Fugle who as head of the city government whole-heartedly threw himself into the project.

Last summer while defense work boomed elsewhere, this city of 7,452 was literally "drying up." Defense work in other areas drained the populace of about twenty families a month in addition to individuals who left the city every day for outside jobs. Stores were closing at a depression rate, machine shops and garages were having a terrific struggle, and business men were near their "row's end."

With nothing short of a crisis at hand, the city fathers late in August dispatched Mr. Deegan, who had been in the city manager's chair a few weeks only, to Washington with Vice President V. C. Babcock to determine just what could be obtained in the way of aeronautical contracts that would put Babcock Aircraft Corporation back into operation.

The corporation, dormant because of the lack of materials and curtailment in civilian flying, had dumped its problem in the City Commission's lap.

"You're too small to do anything by yourself," was the blockade these men met at every governmental agency. Instead of a contract they were given details of the proposed community pool program the Government had been contemplating as a means of converting

small private enterprises to defense work and at the same time providing a medium of survival for the small manufacturer.

They were told to prepare a brief of the city's industrial resources and facilities for handling contracts and to select a prime contractor who would be placed on the approved contract list if and when he qualified with the Office of Production Management. Based on a survey of the community, this brief was to include detailed information on such items as management, finance, engineering, productive capacity, labor, equipment.

City Commissioners immediately threw their full support behind the project and readily agreed to act as the coordinating agency, authorizing Mr. Deegan to represent the city as coordinator and to take whatever steps necessary in qualifying the prime contractor. The Chamber of Commerce tossed its weight into the movement and early in September the survey got under way.

Small shop owners, who were ready to try anything as a last resort, responded enthusiastically with facts and figures that poured into the city hall at a rapid rate.

The first obstacle was encountered in the selection of a prime contractor. The Babcock Aircraft Corporation appeared the most logical, but assurance was needed that it would remain in DeLand. This was solved by complete reorganization of the corporation which occurred on September 16 when Mr. Deegan and three DeLand business men were elected to the board of directors, replacing four out-of-town members who had been asked to resign.

The county fairgrounds and fourteen small shops were pressed into service by the group at DeLand to turn out a big order for airplane engine assembly racks

Earl W. Brown of DeLand, general manager of the Florida National Exhibits, was elected chairman of the board. Babcock, a World War combat pilot, an instructor of flying and an airplane builder and designer for over twenty years, was named vice president in charge of engineering. Maxwell B. Harvey, prominent New York City engineer, former director of operations at the New York World's Fair, and former construction supervisor for electrification of the Pennsylvania, Long Island, and Virginia railroads, was persuaded to accept the combined post of president and general manager. Harvey had been recommended by Brown, who was fully acquainted with his generalship ability because of their association at the World's Fair.

As the brief began to take form, the Babcock Aircraft Corporation carefully analyzed and classified 3,168 detailed job applications from skilled and semi-skilled craftsmen, trainable workers, unskilled labor, and students in vocational training classes.

Through the cooperation of Mrs. Mary Karl, county director of vocational training under the State Department of Education, the vocational training program was expanded and revised to permit the training of more skilled workers for aircraft manufacture, the type of work the Babcock Aircraft Corporation hoped to obtain.

The brief was completed by the end of September. After repeated conferences and trips to Washington, the pooling selection section of the OPM on October 28 stamped approval on the project and placed the corporation on the approved list of eligible contractors.

But the battle had not been won. It had only started in earnest.

Optimistically, Deegan and Babcock headed for Wright Field via Washington and New York.

Admittedly an engineer with no public speaking ability, Babcock, through wide connections in the aeronautical field, opened inner doors at Wright Field. Deegan, a smooth salesman, did the talking as they were shuttled about.

They returned home somewhat disheartened, but undefeated. They had received some encouragement.

Then on November 5, Babcock was advised to return to Wright Field where he was put in position to negotiate an "educational" contract, which all prime contractors must complete before being fully accepted for war work.

Meanwhile, Harvey was touring eastern cities, contacting prime contractors. Nothing from this endeavor ever *(Continued on page 26)*

When the Small Business Goes After War Contracts

Another story of a small-town manufacturer who would not stop trying when he was told he was too small to handle prime contracts. Now his plant, in Corsicana, Texas, is busy with both prime and subcontracts

BY CHARLES N. TUNNELL

THE Rittersbacher brothers operate the American Well and Prospecting Company in the vicinity of Corsicana, Texas, about the last place in America one would expect to find a plant going twenty-four hours daily seven days a week in the manufacture of war materials. Corsicana is in the heart of a rich farming belt; the people for miles around are peace-loving farmers. The only bid this section of the country ever made toward factories and industrialism was in 1896 when Charles Rittersbacher and his associates brought in the first oil well in the Southwest. Charles Rittersbacher was drilling for water when he got the first oil showing—and Texas was on its way to become the greatest oil producing section in the world.

Mr. Rittersbacher, father of J. E. and C. E., and his associates had to repair their drilling equipment; so they established a repair shop, the forerunner of the present American Well and Prospecting Company. From this repair shop came certain inventions and improvements in drilling equipment, pumps, and oil field machinery. When the Texas oil industry was at its peak, the American Well and Prospecting Company had sales engineers in every field. In fact, these men were on the ground in every proven field in America, and the shops and foundry of this company were using as many as three hundred machinists in turning out oil field equipment.

Early in 1941 the oil industry was having internal and external pains—it was sick; therefore, the oil machinery business was getting a little wobbly in the knees. The European war had prompted some activity toward rearming in this country. With his plant doing only 50 per cent of its capacity in oil field manufacturing, J. E. Rittersbacher, president and general manager, began looking into the possibilities of some war contracts.

Manufacturers sitting out in the middle of a prairie a thousand miles from the industrial centers are not contacted by government men, prime contractors, or others. The president of the American Well and Prospecting Company had never been accustomed to having things laid in his lap, and he decided to take his lap to Washington. But he took more than a yearning for business. He took a complete inventory of stocks, plant and equipment, catalogs, sales records, photographs of machines and manufactured articles, floor plans, sizes and descriptions of each tool and machine in the plant, printed articles concerning the firm, a balance sheet, statement from local bankers, and other material that would give any contractor or government man a true picture of the possibilities of this plant.

Mr. Rittersbacher, like most other isolated manufacturers, found that the Government seemed interested mainly in the big prime contractors. It was a matter of awarding big contracts, then leaving the responsibility of letting subcontracts to the prime contractor, which might be well enough for subcontractors in New Jersey or the industrial sections where a big contractor could call in a half dozen subcontractors within two hours. But the American Well and Prospecting Company plant and its personnel were far removed—50 miles from the nearest city.

The president of this company, armed with his portfolio of data concerning his plant, went from office to office and official to official. He explains it this way: "We didn't know exactly whom we wanted to see, what we wanted to do, or how to start. We did know we had something that should fit into the war preparedness program. We contacted the Army, Navy, and Maritime procurement officers; we hounded the big contractors. We described our facilities to all who would listen and to many who wouldn't. We had to exercise some imagination and try to determine just where we could fit in. When we found something that we thought might be along our line, we requested that we be invited to submit bids.

"Our first desire was to find something we could do by utilizing our present tools and machinery with as little retooling as possible.

We were in Washington and St. Louis on numerous occasions for six months before things began to break; then we got a contract. Others followed."

Today, the American Well and Prospecting Company has several large war contracts, and the firm's 110,000 square feet of shop space has been expanded. Much new equipment has been added, new machines and old ones retooled. But the first contracts were finished without too much change-over. Contracts have been with the Army, Maritime Commission, and subcontracts for the Navy. At the present, the firm's contracts are about 50-50, half of them prime contracts, the others are subcontracts.

In tracing his experiences, Mr. Rittersbacher says, "Obtaining war contracts is like selling shoes or any other commodity. You have to show your merchandise and prove its value and the reputation of the house behind the product. The average American business man doesn't require the counsel of the so-called fellows who know; but the procurement officers are only human, and they are like individual business men. They have to know they are dealing with the proper people. After this contact is established, the manufacturer is invited to bid on many orders; then it is a matter of selecting those best suited for one's plant and facilities. Although it paid us to contact people in Washington as well as the Southwestern District Ordnance, it is not necessary to go to Washington if the bidder is simply after subcontracts. Prime contracts, too, are made from districts; but like selling any other commodity or service, it doesn't hurt to know the people and be known to them in the general office as well as the branches."

With war contracts at hand, the executives of the American Well and Prospecting Company were faced with two personnel problems, one to convert certain workers over to a new type of production, and the other to train unskilled men recruited from the farms. In the early part of the picture, some of the sales engineers were called in from the field. Some were used in engineering and estimating work in the office and plant in connection with the war contracts. Mr. Rittersbacher explains, "Submitting a bid on a war contract is not a hazardous job, nor is it one in which the contractor has to feel his way. He must have engineers capable of figuring machine operations and know machine costs; then he can submit a bid that is in line, for the job of knowing cost is no different for a gun barrel than it is for a pump." *(Continued on page 26)*

A thousand miles away from big manufacturing centers, it looked as if no war work was available for this plant of the American Well and Prospecting Company, but...

in Corsicana, Texas, a farming town (above), the merchants are prosperous and there's plenty of work because the Rittersbacher Brothers did a sales job

A System to Control and Speed Purchase Routine

"One-writing" plan speeds production and dispatch of purchase orders and simplifies accounting, receiving, inspection, and inventory routine at Beech-Aircraft Corporation, well-known aircraft builder at Wichita

VISITORS to many war production plants have been amazed at the vast quantities of unfinished goods in these plants. Many plants have tremendous quantities of almost completed work on hand, usually waiting for delivery of some vital part for completion. Some of these needed parts are not delivered because the subcontractor fell down on deliveries, and some of them are not available because the purchasing department did not order soon enough.

Right now we know of several companies which are busy overhauling and reorganizing purchasing departments. Not that this is a criticism of these purchasing departments—the truth is that they were geared up for peacetime production and were never expanded and modernized to meet the tremendously increased burden piled upon them when war contracts suddenly multiplied procurement activity.

One company which has modernized its purchasing and procurement to the point where the routine runs smoothly with fewer people than would be required formerly is the Beech-Aircraft Corporation of Wichita, Kansas.

The purchasing job at Beech is a complicated one. On an average, 115 purchase orders are placed daily; many of these orders are complicated and call for special work requiring detailed specifications and instructions. A look at the system in use today will be helpful to other manufacturers whose purchase order system may not have been designed for the high pressure work that purchasing departments must carry on today.

In the Beech organization there are these departments:

Sales or contract department
Engineering department
Production planning department
Experimental department
Material control department
Purchasing department
Traffic department
Receiving and inspection department
Warehouse (stock and material control)
Production—(assembly and testing)
Shipping department
Accounting department
Executive and general management (over all these departments)

Functions of the sales, engineering, production planning, experimental departments are well known and do not enter into the facts covered by this story, so we will begin with material control.

The material control department originates purchase requisitions after the engineering and production planning departments have determined quantities, sizes, types, written specifications, and set up manufacturing schedules. This department uses a set of forms known as the "Purchase Requisition"—a four-part form which lists the item, quantity, description, and name of the vendor or supplier. Information for this requisition comes from the "Material Control" or "Stock Record" card, which carries all necessary information about quantity on hand, consumption, etc. The "Purchasing Copy" of this requisition goes to the purchasing department, which then begins its routine to acquire the called-for materials. Before we consider the purchasing routine, it may be well to dispose of the other three copies of the requisition. One goes to the material control inventory, one to the contract recapitulation desk, and one to the material control follow-up, and is filed chronologically according to schedule or promise date.

Now suppose we look at the purchasing job. There are twenty-nine possible conditions of a Beech order. Some of these are required by the Government, others are instructions or information to the vendor. Obviously, it would be a task to stop and type the different conditions in each case. Yet it is often true that a vendor will overlook some special condition when printed on the back of the order. Beech cuts the amount of work in typing these special instructions by having them, as many buyers do, printed on the back of the order, each one numbered. But Beech cannot afford to assume that every vendor is going to check these conditions carefully unless they are called to his attention. So a small box at the lower left of the purchase form (see illustration) is provided. Above this form appears, "The conditions checked below apply specifically to this order—conditions listed on reverse side of order." Then follow thirty-six numbered squares, checking of which

calls special attention to the numbered condition on back of order. Some of these conditions are: "Army inspection of this material will be conducted in your plant"; "Navy inspection of this material will be conducted after arrival in Wichita"; "Drawings of parts enclosed herewith"; "Patterns are now in your possession." This saves much confusion and typing.

The original and two copies of the orders are dispatched to the vendor. The original is the vendor's own. He signs, prices, and returns to Beech the "Confirmation" and "Confirmation Copy." Beech sends the Confirmation to the accounting department and attaches the Confirmation Copy to the Purchasing Copy and files both by vendor's name, together with all correspondence, bids, quotations, delivery schedules, etc.

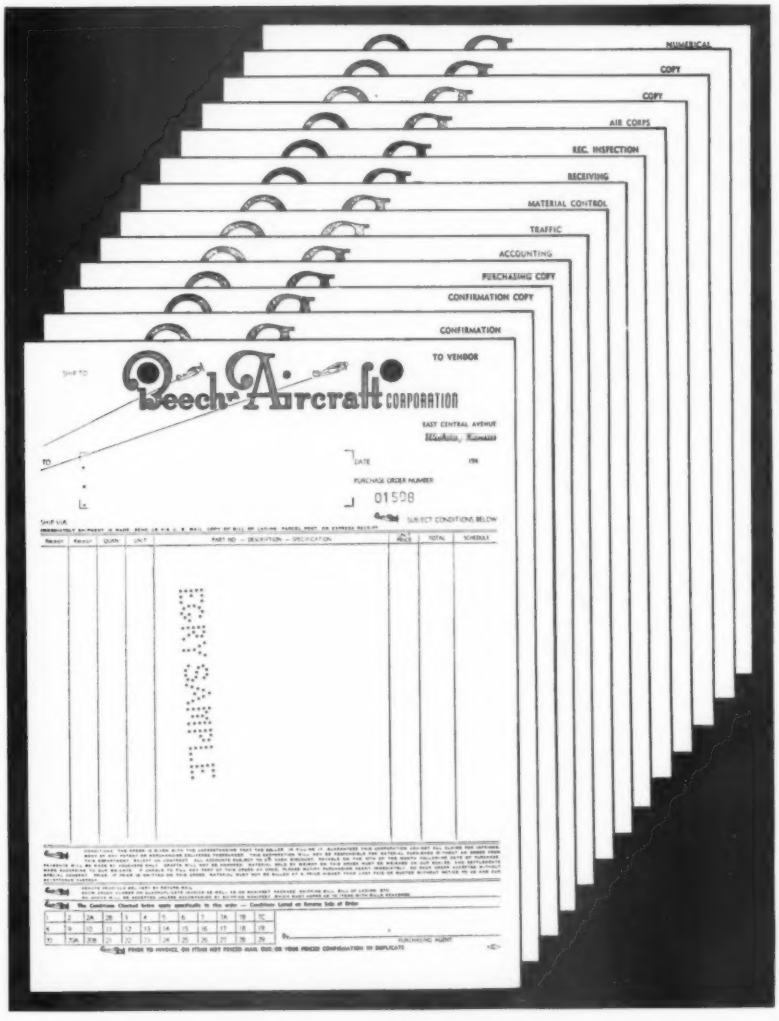
The Beech purchasing agent must sign (or his authorized signator) three copies—Vendor, Purchasing, and Accounting. Signing these three copies 115 times each day would mean 345 signatures—except for two spots of carbon on the reverse of the Confirmation Copy and Purchasing Copy. Here is another time-saver.

In an operation as large as Beech it is obvious that the traffic department must be notified of all purchases. So this department receives two copies—the one marked "Traffic" and one of those marked "Copy," or part eleven. This "'copy' copy" is used for making out the necessary priority forms.

Copy number seven goes to material control, which confirms the fact that the purchasing department has properly entered the Purchasing Copy. This is then forwarded to the department to which the material is destined. "Receiving" and "Inspection" copies are self-explanatory, and so is the "Air Corps" copy, which enables the Air Corps representatives to check amount of material ordered against each Army contract.

We have now accounted for all but three of *(Continued on page 25)*

(Egry Register Company Photo)



Although the form may look like many other purchase orders, there are several important time-saving ideas in this system, using type of equipment shown at top

A section of the central correspondence and typing unit of WPB. Housed in "Tempo E," an old World War building

(Office of Emergency Management Photos)

A small section of the communications division where part of the tremendous telegraphic volume for WPB is handled

How WPB Handles Mountains Of "Paper Work"

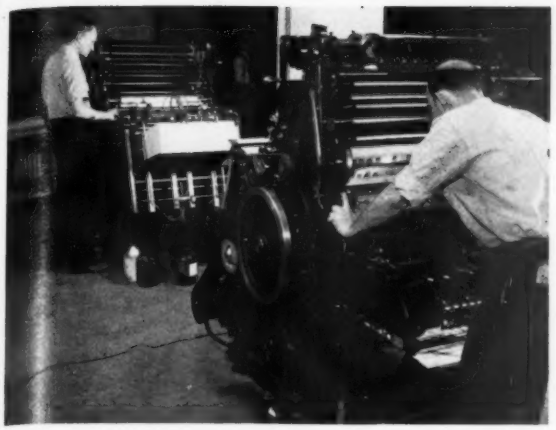
Tackling the biggest job ever assumed by any authority, WPB has guided U. S. industry as it made up for Hitler's seven-year start. Today WPB's insistence on all-out effort has brought production to the point where the goods are rolling out of factories faster than our transportation facilities can carry them away

BY JOHN GARTH

IT HAS been called the Washington office of Sears, Roebuck and Company. And, of course, it is nothing of the kind. It has been called a madhouse. And again, it is nothing of the kind. It has been claimed that letters which were dispatched to it before Pearl Harbor have remained unanswered to this date. Possibly some letters did go unanswered. Certainly it received many letters which deserved no answer.

Men have returned from Washington with incredible tales of what goes on in the War Production Board. The truth is that almost everything about it is incredible. To get an adequate picture of this vast operation, it is well to remember that it actually came into existence only in January of 1942. Prior to then, it was called the Office of Production Management. And before that, it set up shop as the National Defense Advisory Commission.

Since it began it has been, no matter what its current name and initials, an agency of the Office of Emergency Management. As the "defense" job became bigger and bigger, the various agencies, under many different names and titles, began taking over the newly completed Social Security Building. Before long it had overflowed this building and was branching out to apartment buildings, garages, hotels. There was a period in January when it seemed as if all was confusion. Donald Nelson had been given full authority to go ahead and supply the Army and Navy with everything they needed. This included just about everything America manufactures, and every order was a rush order. Everybody wanted almost everything at once. The machinery, set up to handle a more or less leisurely peacetime "defense" and rearmament program, suddenly had to produce for an emergency war job. Thousands upon thousands of men rushed to Washington, each with a mission extremely important in his own eyes, each with full expectation that he was entitled to decisions from higher ups.



Two Webendorfer offset presses in a section of the duplicating and printing division in Social Security Building

In one corner of the room we find a group of Mimeographs running at top speed turning out one job after another

To keep up with the volume of announcements and information going out, latest model Addressographs are used

More duplicating equipment. In this section there is a large battery of Multilith machines turning out a variety of jobs

Varitypers are used in one section of stencil cutting department, where many operators keep Mimeographs supplied

For form letters, of which WPB has many, automatic typewriters multiply production, reduce typing time and costs

Typists' and stenographers' school where new operators are taught some mysteries of government correspondence

Artists, draftsmen, chart makers at work turning out statistical charts and visualizing figures for displays, reports, etc.

These forms writing machines are turning out PB—'s. Introduction of these machines broke a serious bottleneck

Signing documents was another bottleneck opened up by use of these check-signing machines to relieve a bad jam

When some of these men were shunted around by people who apparently did not know their own way around, it was inevitable that word should spread across the country that WPB was in such a tangle of red tape and bureaucracy that the war would be over before it got going. But these gloomy reports proved to be wrong. Under the leadership of WPB new factories were planned and rushed to completion; new shipyards, on a scale never before imagined, virtually materialized out of nothing. Almost overnight the huge machine was geared up for efficient action, and today, less than six months after Donald Nelson assumed charge, the War Production Board is able to announce that we are building war materials faster than our transportation machine can carry them away.

This is not to say that War Production Board has been perfect or that it is perfect today. As one business man put it to another, "Suppose you were suddenly called upon to duplicate your present plant and organization one hundred times. You'd have to hire one hundred times as many men and women, buy from one hundred times more suppliers, increase everything by one hundred. Isn't it reasonable to suppose that you would hire some lemons, that some would fail, that some departments would fall behind, and that you would, in this frantic rush, stub your toes occasionally?"

Perhaps this is a fair estimate of what War Production Board has had to do since Pearl Harbor. True, much had been done by General Knudsen. He did a magnificent job of foundation laying. Under him the heartbreaking task of pattern making, tooling, designing, constructing, expanding was accomplished. Here, too, there were delays and disappointments, but the net result of his work and the work of the War Production Board under Donald Nelson has been a major industrial miracle which will amaze and astound Hitler and all the world when the facts are known. Results and achievements considered, all criticism and fault-finding of WPB critics seem petty and ill-founded.

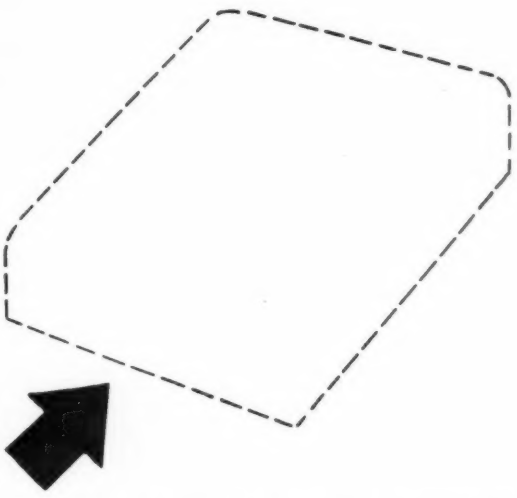
To paraphrase some other advertiser's slogan: What a whale of a difference a few months make!

It seems like only yesterday when putting clerical employees on multiple shifts was just an office manager's pipe-dream. Yet today it's an accomplished fact in many concerns, so that figure-work machines shall not stand idle while machine tools roar a promise of victory.

Perhaps your concern hasn't adopted such drastic measures. Yet it's certain that "business as unusual" brings the amazing *speed* and *efficiency* of your Comptometer adding-calculating machines, and Comptometer methods, into sharper focus — particularly on *costs and payroll work.*

Your local Comptometer Co. representative is prepared to suggest ways in which your present Comptometer equipment can be better adapted to meet the new conditions you're facing.

Telephone him . . . or write to Felt & Tarrant Mfg. Co., 1724 N. Paulina St., Chicago, Ill.



This is where we'd ordinarily put a picture of the Model WM Comptometer. Because these extraordinary times emphasize the importance of* COMPTOMETER METHODS *so strongly, we've omitted the machine in an effort to call your attention to that emphasis.

COMPTOMETER

REG. U. S. PAT. OFF.

ADDING-CALCULATING MACHINES AND METHODS

Want to know when Amalgamated promised those milling machines? Information is available from Keysort cards

Graphotype operators are kept busy cutting Addressograph stencils for various mailing lists which must be maintained

Some idea of War Production Board's immensity may be gained from a few details. Its own private telephone switchboard is said to be the largest in the world; for a time even, it was unable to handle the vast volume of incoming calls. As late as February 1942, callers got nothing but the busy signal for half an hour at a time during the busiest hours of the day. Often it was virtually impossible to get a person on the telephone unless you knew his "local." Republic 7500 was the WPB number, but when you called that number and asked for a man by name all you got was, "Give you information." And "information" didn't answer. WPB's own telephone directory was revised and reprinted frequently, but before each new directory was completed and out of the printer's hands, it was largely obsolete. New men had come in so rapidly, offices were changed and moved around so frantically that when you called one department on a number which had been given you a day or two before, you were quite likely to get another department which had moved in and taken over that number. WPB's private telephone directory was about the size of the telephone directory of a town such as Topeka, Kansas; Lansing, Michigan; or Jackson, Mississippi.

To describe War Production Board, our language needs more adjectives. It is a vast order-placing agency—call it, perhaps, the largest purchasing department on earth. But that's only a fraction of its activities. Because the war production job called for practically all of the steel, copper, brass, aluminum, rubber, zinc on hand or on order, it was necessary to set up a gigantic statistical machine to survey production of thousands of plants of all kinds. Then we could call WPB the world's greatest statistical organization, and we might not be far wrong. But here again, that's but a small phase of WPB's far-flung activities. It had to do a hurry up job of helping thousands of manufacturers convert from peacetime manufacturing to the manufacture of wartime products. So it was the largest industrial engineering set-up on earth. Yes, it may have been that, but that comes no nearer to describing its functions than any of the other names we have tried to use to describe it.

Because its activities put the finger on almost every manufacturing plant in the United States, it was necessary to hurt many of them. This brought a horde of manufacturers to Washington to consult with War Production Board officials. Each one thought he had a special problem; each one thought he deserved special treatment. One had partially processed raw material on hand—could he go ahead and continue peacetime manufacturing until this raw material was used up? Another could do a wonderful job if WPB would obtain some new machinery for him; hundreds of others just wanted to find out what it was all about and expected WPB to hand them work ideally suited for their plants. This called for endless hours of negotiation, so we could call WPB the greatest negotiator on earth. WPB used persuasion and kid gloves as long as possible, and, generally speaking, did not use its power or its iron fist until forced to do so. It sought, as Donald Nelson once put it, "to do voluntarily what Hitler did forcibly."

WPB's activities led to countless legal problems. So it became one of the largest law offices anywhere. But you could take all its lawyers out and send them home, and they would scarcely be missed. Not that they are unimportant, but plentiful as they are, they are still but a phase of the whole. And so on and on.

The agency needed stenographers and clerical workers in such large numbers that it was necessary to set up a training school to teach the rudiments of governmental clerical and stenographic work to hundreds of new girls. One wag said girls were needed so badly that the hiring process consisted of taking girls into a room where there was a

typewriter, a vacuum cleaner, and a machine gun. All girls who could identify the typewriter were hired!

Visitors who went to Washington in January and then returned in February noted less tension, less confusion, more order, more calm, and greater production. Those visitors who came back in March saw still more improvements. Today the trend is toward decentralization, giving more power to heads of regional offices. Today mail is answered promptly; much of the delay in paper work has been eliminated, and the vast organization is becoming acquainted with itself.

People criticize the War Production Board for certain of its practices, thinking that the War Production Board has invented those practices. Actually, many of the rules, regulations, and requirements of the War Production Board are rigidly prescribed by law—often a law enacted when the republic was young, and when all the paper work of the entire republic was perhaps smaller than a day's output of paper work at WPB in 1942. These laws cannot be changed, nor would it serve any specially good purpose if they were.

Before we criticize WPB, we should remember that every transaction must be carried out with the thought uppermost in mind that this very transaction must be done so that it will stand up in a congressional or senatorial investigation. The shadow of a brutally critical congress hangs over every move of the WPB. Thus we find a sound reason for the average Washington worker's insistence that every "i" be properly dotted and every "t" be duly crossed. In a smaller operation, work could and would be simplified, and much could be done with the knowledge that it could be explained afterward. But things cannot and perhaps should not be done that way in government.

There was once a tremendous delay in signing priority orders. This delay was reduced when a bat-

LESS FOOTWORK...MORE HEADWORK

that's what we need!

"TALK ABOUT CONFUSION! Phones jingling, questions flying, work interrupted every few minutes. There's plenty of hustle and bustle . . . but most of it is just waste motion. If we're going to keep pace with wartime conditions, we've got to get organized to handle work more efficiently."

TO AVOID CONFUSION..

PUT IT IN WRITING

To Clear Your Desk
—Prevent Mistakes
—Settle Responsibility
—Stop Arguments
—Get Things Done

PAPER REMEMBERS WHILE PEOPLE FORGET

That is the simple principle that has helped hundreds of business men avoid confusion, speed work, gear up to handle emergency jobs efficiently and accurately. "PUT IT IN WRITING"—on well-planned printed forms that handle routine work smoothly, swiftly. Forms that assign jobs, keep them moving, follow them through, get them done right—and fast.

To keep this principle constantly before the people in your office, Hammermill offers you free a supply of "Put It in Writing" cards for desk or wall. And to help you put this principle to work, you may have the six business helps listed below. Read about them. Then mail the coupon for the ones you need—today.

1. "21 WAYS TO KEEP A CLEAR DESK." Shows how to avoid "junk heap" desks, organize work. Gives specific, tested ways to clear away details, step up efficiency, pin down responsibility. Outlines proved time-savers to help men in 6 different office jobs.

2. "HOW TO DESIGN A BUSINESS FORM." Booklet shows how to design printed forms that assign work, tell what's to be done, when and how to do it . . . and make sure it gets done right.

3. SPEED THE JOB WITH COLOR. Booklet explains the "Signal System" to identify departments, branches, or projects by paper colors. Tells how colored paper saves time, prevents errors, organizes detail.

4. QUICK WAY TO ORDER PRINTING. Handy layout and order sheets are ruled for quick, accurate layout of printed forms. They guard against errors, misunderstandings, expensive alterations. Provide all information essential to ordering. Specify pica or elite spacing.

5. REDUCE ERRORS, SAVE MONEY with a complete plan for handling printing orders. This printing production control organizes ordering routine into a smooth-working procedure that produces better printed pieces in less time, with less worry over detail.

6. HOW TO SELECT THE RIGHT PAPER. File-size sample books of Hammermill Bond, Duplicator and Mimeo-Bond help you choose quickly the correct color, finish and weight of paper for office stationery or duplicator equipment. Also envelopes to match.

7. "PUT IT IN WRITING" cards (indicate how many).

Use this valuable coupon

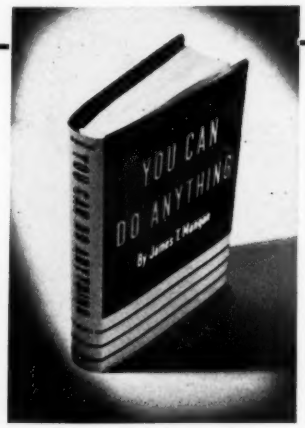
Hammermill Paper Company, Erie, Pa.
Please send me, free, the office helps checked:

☐1 ☐2 ☐3 ☐4 ☐5 ☐6 7—

Name..... Position.....

(Please attach coupon to your company letterhead) AB-JUN

Announcing a New Edition of the Book That Made Mangan Famous!



For over two years this book has been out of print. Now in response to hundreds of requests, Dartnell has published a new, revised and enlarged edition. This is the book that made Jim Mangan famous as the writer of the greatest inspirational books of our day. It's a timely book, for it inspires the reader with the desire to get things done, to get rid of indecision and faltering, to forge ahead on his chosen course. To get rid of the blues, as a mental tonic and a pick-me-up for executives and salesmen suffering from "mentalitis," nothing could be more effective as a cure than one hour spent reading this new edition of the book that made Mangan famous.

YOU CAN DO ANYTHING

By

JAMES T. MANGAN

Mangan has just written one of the hit songs of the year—"We're All Americans." He has written two best-sellers—"The Knack of Selling Yourself" and "The New Grammar of Advertising"—all since he wrote "You Can Do Anything." He takes his own medicine!

Chapters Include

Doing the "Impossible" in Business
A Universal Cue to a Salary Raise
The First Rule of Personal Publicity
The Eight Gifts You Have to Succeed
A Study in Adverse Criticisms
People Don't Care About You!
"How Can I Become a Rich Man?"
Imaginary Obstacles in Business
How to Get Your Second Wind
Sell by Giving
The Horsepower of Discipline
How to Avoid That Challenge

256 Pages. 5½ x 8 Inches. Cloth Bound.

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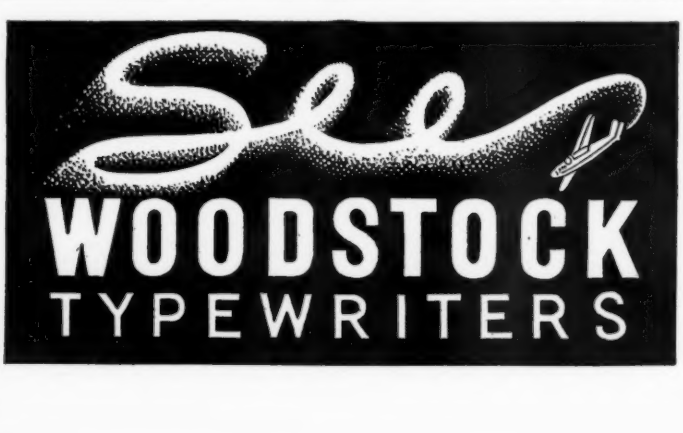


tery of check-signing machines was rushed into action. Almost none of the departments and bureaus had sufficient typing personnel for a time, but this was remedied, to some extent at least, by introduction of a central correspondence department.

Throughout the entire operation we find modern office equipment saving time, speeding the work, cutting corners. Many of the administration men in the board fully understand what can be done with the aid of modern office machines and equipment. Unfortunately, not all of them understand this, and some phases of the work have been hampered and delayed because someone did not fully understand how to put modern accounting machinery, record keeping equipment and systems to work. But for an organization which literally leaped into existence, there has been a generally good understanding of the most modern office methods which have long enabled business to handle its accounting, record keeping, filing, and correspondence jobs with an amazing skill and speed.

The pictures accompanying this brief story on the Board's operations are by no means sufficient to give a comprehensive idea of the work being done at WPB. Because of the hectic growth of the organization, many offices do not present a businesslike appearance and are badly overcrowded. But they get out the work notwithstanding. Because of the constant rush which prevailed at the time the pictures were made, it was impossible to get into some offices, and inadvisable to attempt to picture some other offices. But the fourteen pictures here will give at least a glimpse into the work and perhaps serve to show that WPB is chewing and digesting the tremendous bite it took after the attack on Pearl Harbor when the Japs made it clear that our job was no longer to prepare for defense, but for an aggressive, hard fighting war.

System to Control, Speed Purchase Routine

(Continued from page 17)

the copies. Two are extra copies, often needed to send to the vendor's salesman or local representative or to a different branch office of the vendor. The final, or "Numerical," copy is filed by order number in the purchasing department for cross reference.

All of these copies are typed at one operation; no time is wasted gathering, jogging, interleaving, and deleaving carbons, as it is a continuous form, fed into the typewriter by an attachment which both interleaves and removes carbons.

Before the purchasing file can be closed finally, there is one more set of forms to be used — the "Goods Received" report, which consists of seven parts—"Purchasing," "Accounting," "Traffic," "Material Control," "Air Corps," "Inventory Control," and "Receiving File" copies. All these copies are self-explanatory, but one word of comment is necessary on the Inventory Control copy. It travels with the material to the inspection department where any defect or shortage is checked and the information coded on the copy. If quantity and quality checks out perfectly, the copy goes to the accounting department for final approval and payment.

While there is nothing especially new or startling about this operation, the fact is that hundreds of companies delay operations while one copy is sent around to different departments each one of which "takes off" the necessary information and then passes the copy on. This is all accomplished with this one form at one writing.

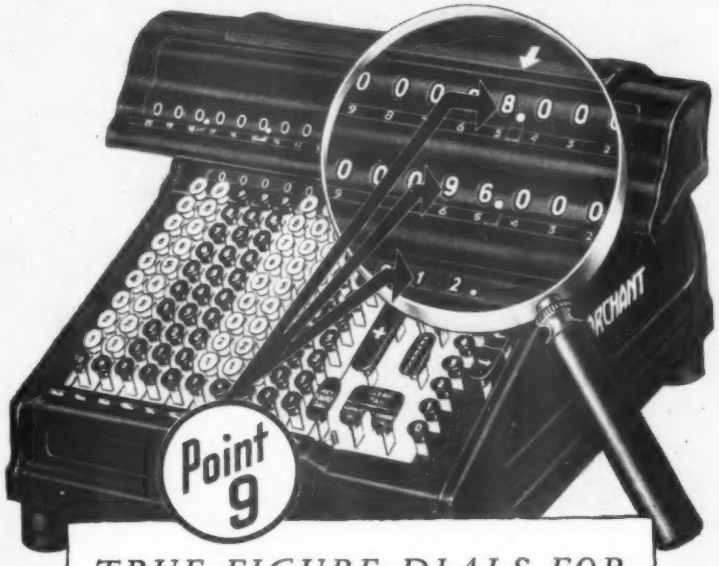
We are indebted to R. K. Beech, vice president of Beech-Aircraft Corporation, for his description and explanation of this system.

Landmarks of business progress

IN 1586 Don Angelo Pietra contributed to business progress by describing the Trial Balance (Bilancio del libro), as used by Venetian merchants to assure accurate balancing of their books.

Today Among modern calculators Marchant sets new standards of speed and accuracy with

20 Points of Superiority



TRUE-FIGURE DIALS FOR ALL 3 FACTORS

Marchant is the *only* American calculator that provides straight-line figure proof in plain sight for *all 3* factors of every multiplication.

Thus Marchant gives an automatic audit proof of the correctness of each multiplication... completely eliminating the inefficient, eye-straining, zig-zag hunt over the keyboard to check which keys have been depressed.

Ask the Marchant Man to explain the advantages of the other 19 points.

MARCHANT ELECTRIC
SILENT SPEED *Calculators*
THIRTY-SECOND YEAR

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SALES AGENCIES AND MANUFACTURER'S SERVICE STATIONS GIVE SERVICE EVERYWHERE

Small Town Shops Handle a $2,500,000 War Contract

(Continued from page 13)

developed, but that doesn't worry officials now.

Negotiations were completed November 12 and Babcock drew an "educational contract" of approximately $42,000. It called for the construction of airplane motor assembly stands. He was also advised that if the corporation "made good" on this order there would be more and larger contracts.

Other difficulties bobbed up. Financially, the corporation was "embarrassed," but an interested out-of-town business man solved this problem by agreeing to supply half the necessary funds. Then it was found that certain specified materials could not be obtained. Babcock went to work and redesigned the assembly stand to employ available materials, and the revised model was submitted to Wright Field for approval.

About December 27, final approval on the revised contract came through. City Commissioners, pool officials, and members were jubilant although more than half of the city's populace was skeptical because so many attempted projects had failed.

Approximately 58 per cent of the contract was farmed out to some fourteen shops in five Central Florida towns as production got under way.

The first shipment of assembly stands brought not only compliments from Wright Field engineers but a new and much larger contract for aircraft.

Here another obstacle came up: Adequate floor space for expansion. County Commissioners and the Johnny J. Jones Exposition fixed that. Johnny J. Jones Exposition, nationally-known carnival in winter quarters at the DeLand fairgrounds, volunteered to take the road two weeks early to make room for the new project, and County Commissioners agreed to lease the grounds and 15 buildings, comprising 72,000 square feet of floor space, for the duration of the emergency at $1.00 per year.

Vocational training classes were expanded again to include every phase of aircraft manufacture for training the majority of the six hundred workers who would be employed for three shifts daily.

Babcock officials were exuberant, but they did not remain idle. While getting into shape to start work on this contract, they were negotiating for more war work.

On March 26, the corporation surprised the city again by announcing another contract for the construction of $1,607,700 worth of engine assembly racks had been awarded, bringing the total amount of defense work to $2,507,700.

The community pool program was then deemed a complete success. Out of this new contract, a large percentage of which was designated as labor, small manufacturers will get enough work to keep their shops running at capacity for months. Future prospects are rosy, the prime contractor expects several million dollars' worth of additional contracts before the end of 1942, and the city is anticipating a new industrial era.

Typical illustration of how the pool actually operates is the case of Earl LaRoe. In the "educational" contract, specifications called for worm gears and drives. Babcock officials were puzzled for the survey had revealed no shop equipped to produce these gears. Finally, through inquiries, they discovered that Mr. LaRoe, a machinist whose three-car backyard garage at Eustis was virtually idle, had the only equipment of this kind in Central Florida.

He very promptly got the job. Now his entire family—his wife, son, sister, and daughter-in-law—is busy cutting worm gears and drives, and the tiny shop operates day and night. Out of this new contract Mr. LaRoe's portion will be enough to keep his machinery humming for many months to come.

When the Small Business Goes After War Contracts

(Continued from page 15)

Other members of the field crew of engineers and service salesmen were placed in the production department, while some of the men remained at their post in oil field selling. This manufacturer has found that conversion of such men and machines must be on a 100 per cent basis. There is little opportunity to switch men around from one type of production to another (the oil field and peacetime work of this firm is going on in a limited way as a separate unit of the business).

Several hundred workers have been recruited for the shops of the American Well and Prospecting Company, mainly men from the farms. "We have no regular training course for our workers," says Mr. Rittersbacher. "If we were working several thousand men, it would be necessary to follow some prescribed course of training, but by adding groups of forty to fifty

men at a time, we train by example. We put new men to work with a skilled worker and under his supervision.

"The Government urges a training period of 1,000 hours for workers; but we train our men 100 hours and have efficient workers. If we have to train a man for 300 hours, we don't want him. We teach a farm boy or other unskilled worker how to operate one or two machines. He doesn't have to be an all-round machinist, and, in fact, it is often best that a man not be a finished machinist. This type of specialized worker is efficient, careful, and he knows his particular job. We don't have any labor trouble, for the fellow off the farm is making more and has a better job than he ever had.

"We work three eight-hour shifts. We don't like to work men more than eight hours, and never over ten hours, for after eight hours efficiency begins to wane."

Still a believer in the American way of business and that business is for those who go after it, Mr. Rittersbacher has this counsel for those yet on the outside looking over the war production picture: "There is plenty of work and plenty of business for all people willing to work and for all business firms willing to adjust their plants and facilities to meet the requirements. It is necessary to determine what you have, get up an authentic picture that can be presented to those letting contracts, and then take some of these contracts for the work that is best suited to the particular shop or business.

"Even financing need not be a handicap to the average business man any longer. RFC, local banks, or even the WPB are making advances on contracts. One thing sure, the Government is just as anxious to locate and saddle idle machines and equipment as the business man is to get his plant into full-time production. The job of getting together is not one for the Government; it is for the individual."

MORE MAN-POWER AND TYPEWRITER-POWER *with the* AUTO-TYPIST

With this SELECTOR AUTO-TYPIST you dial the paragraphs you want. Each record roll accommodates 200 lines. The operator manually types in names, dates, amounts, or dictated material.

The Auto-Typist has always been at war with the high cost of personal letters in offices where a steady flow of correspondence is necessary.

It is doing a masterful job of producing letters "as personal as your fingerprint"—and it is doing it at lightning-like speed, producing up to 150 letters a day at a cost of about 1 cent each.

The war situation has made Auto-Typist increasingly important. With manpower loss making the situation particularly acute, the well-planned paragraph standardization of typewritten material will save much dictation time. Fewer men can handle the required correspondence. Time is saved, too, by eliminating much checking over, and rewriting.

WHAT ABOUT TYPEWRITERS? Only a comparatively few companies can get the 32,000 regular machines recently released. But you have good machines in your office now. Have one or more of them installed on an Auto-Typist. Then your typewriters become THREE TIMES AS PRODUCTIVE.

There are four Auto-Typist models. Their uses range from promotional work and credit letters all the way to billing and order writing. No special operators required to run them, and operators have time for typing envelopes and other clerical work while the Auto-Typist is working.

A Nearby Representative Will Gladly Make Cost-Saving Application Recommendations. Write, or Telephone Us.

AMERICAN AUTOMATIC TYPEWRITER COMPANY

614 North Carpenter Street, Chicago — 120 Greenwich Street, New York City

Human Relations in BUSINESS

As recognition of outstanding war production efforts, the Army is now awarding Ordnance flags. Above is shown a group of Caterpillar Tractor Company employees cheering as company receives four Chicago Ordnance District flags on Army Day

Employees Give Time, Company Gives Machines for Red Cross Work

Munsingwear, Inc., Minneapolis, has adopted a workable employer-employee cooperative plan to aid the war effort. This plan is attaining recognition on the part of various organizations anxious to organize on similar basis for the duration.

The employees felt that a recent Red Cross donation of a Saturday's work at time and a half overtime was not enough. So a self-organized group of over six hundred Munsingwear employees is now giving four hours a week to making garments for the Red Cross.

This employee group is, in reality, a production unit, and the employees are getting some real experience in shop management and discipline while giving time for work. Employees have appointed their own committees for cutting, finishing, packing. Details of mechanics and machine repairs, label printing, storage, and even the salvaging of string for bundle-wrapping are cared for by auxiliary employee volunteer groups. Employees who find that their machines are not adaptable for Red Cross work are doing handwork.

The Munsingwear Company donates the equipment, power, and evening lunch for the unit.

First All-Navy "E" Burgee Awarded

On May 18, 9,000 Bausch and Lomb Optical Company employees witnessed the presentation of the first All-Navy "E" Burgee with star awarded to industry. It was made to the company for having held the "E" award for longer than six months. The old block "E" won last summer will be superseded by the new swallowtail pennant carrying a fouled anchor insignia and a star in addition to the "E." The new pennant is good for one year, after which the company's record will be subject to further review.

Employees with Good Punctuality and Attendance Records Given Recognition

Personal recognition and commendation of achievement are often the most powerful incentives to accomplishment, according to psychologists. W. T. Grant Company encourages perfect attendance and punctuality records in this way.

In a recent issue of the employee magazine, *The Grant Game*, pictures of forty-six New York office employees with perfect attendance records ranging from perfect attendance for four years and perfect "on time" record for twelve years down to "not absent for six months" were published.

With earnings mounting, in many cases employees are tempted to take a day off and go fishing or hunting or something else when the money isn't needed so badly, and it is imperative that this type of absenteeism be cut down. Perhaps merely recognition is not enough. Some companies allow time off for protracted perfect attendance, say a half-day for each month's uninterrupted attendance.

Lays Groundwork for Women Who Will Fill Men's Jobs

Anticipating the shortage of labor, *Sylvania News*, dealer publication of Hygrade Sylvania Corporation, is paving the way for acceptance of women as "servicemen."

In a recent issue a picture appeared showing five women hired by Radiolab, Kansas City and Wichita distributor for Hygrade Sylvania, to fill, in part, jobs formerly held by seven servicemen. With the picture the following copy was published: "Let no serviceman get hot under the collar when he discovers that the gals are beginning to enter the radio service field. Rather let overburdened jobbers, dealers, and servicemen doff hats to the ladies who are brave enough to go through the necessary training to enable them to take over as their technical brothers go in the service of Uncle Sam."

One of the largest recreation centers designed primarily for war workers is the new USO building at the Glenn L. Martin Company Middle-River, Baltimore, plant. It is also open to service men

YOUR OFFICE EQUIPMENT

is aiding the Battle of Production

—*keep it in fighting trim*

In lending speed to the obtaining of facts necessary to the management of essential industries, modern office equipment is playing a most important part. Automatic business machines are saving vital hours in the preparation of the plans, records, reports, orders, and analyses which help to guide, direct, and control the forward march of our war production.

The continued efficient management of all important industries depends to a large degree on the steady and uninterrupted flow of accurate records. It, therefore, becomes the responsibility of every office worker to see to it that all office appliances and machines are properly cared for and kept in first class condition.

Remember, your office equipment can help win the battle of production.

INTERNATIONAL BUSINESS MACHINES CORPORATION

Offices in BUSINESS INTERNATIONAL MACHINES *Principal Cities*

Servel Employees' Association is selling seeds to employees for use in gardens entered in the Victory Garden Contest it is sponsoring

Company-Sponsored Garden Contests Help Drive for Vegetable Gardening

In line with the national campaign to stimulate vegetable gardening as a hobby, several companies are running contests among employees for the best gardens grown during the summer months.

Servel, Inc., has actively promoted a garden contest in its employee magazine, *Servel Inklings*, and by posters placed throughout its plants. This contest is sponsored with the aid of the Vanderburgh County Civilian Defense Council. At this writing more than 100 employees have entered the contest and registration is not closed yet.

Prizes, while not definitely determined, will probably be in the nature of War Bonds or Stamps. The rating system for judging of gardens is set up as follows:

Variety of crops	15 points
Choice of varieties	10 points
State of cultivation	25 points
Thriftiness of crops	15 points
Garden borders	5 points
Insect control	10 points
Disease control	10 points
General appearance	10 points

Judges, made up of a competent group from the county agent's office, will make inspections of the gardens the latter part of June.

The Peoples Gas Light and Coke Company of Chicago is also offering prizes in War Bonds for Victory Gardens grown by employees. Three prizes will be awarded: One, $100 bond, one $50 bond, and one $25 bond. Gardens will be judged between July 15 and August 15 and awards made on the basis of appearance, variety of vegetables, and quality of ripe or ripening produce.

All Three Shifts Enjoy Special All Night Dance Held by Employees

Life for night shift workers can be very dull—all work, no play—but the Pullman-Standard Athletic Association at the Hammond plant realized this and decided to hold a dance which would give all workers, no matter on what shift they work, a chance for a good time. The dance was held from 8.30 p.m. to 5 a.m., which allowed first shift workers to attend the early part of the evening, and second and third shift workers to enjoy the later hours. By the time the third shift danced, the first shift was already working. Two big-name bands were booked for the occasion, and admission was free to all members of the Pullman-Standard Athletic Association.

The dance received nationwide newspaper publicity, being featured by the Associated Press and International News Service, and a full page of pictures of the dance was published in the Chicago *Sunday Times* and the Hammond *Times*.

Swift Works Out Plans to Remember Employees Now in Service

One girl at Swift and Company is now doing the job of keeping in touch with employee-service men—2,733 of them. No one seems to know just exactly what her real name is, whether she is real, her age, or any specific facts about her, for she has purposely been kept partially anonymous. She is named "Jane Hathaway," which is actually a symbol of Swift and Company's continuing interest in former workers now in service. Her job? She will answer all letters of Swift men in service, she will see that names are put on the list to receive the company's employee magazine, the *Swift Arrow*, introduce Swift service men to the manager of Swift's closest branch, or simply listen to their woes and troubles. She is to be the buddy of the Swift men in service.

In line with Swift's plan of keeping in touch with employees in the services, a box went out to each man at Easter, containing a carton of cigarettes, a box of cookies, a couple of bars of soap, a copy of the *Reader's Digest*, and a pencil.

Nelson Urges Vacations Attuned to Wartime Production Needs

In a recent statement Donald Nelson asked that vacations for workers be granted as usual, for tired, fatigued workers do not contribute to maximum production. But, he stated, "In planning the vacation program in 1942, it is particularly necessary in each plant that American industry show its ingenuity in securing the vacation benefits without paying a counterbalancing cost in productive hours lost. This can be accomplished by doing work ahead in the departments affected, by further overtime of the workers not on vacation, by a special program of training substitutes for those workers scheduled to go on vacation, by the spreading of the vacations over the whole year where possible, and spreading them evenly over the full May-through-September period."

The Chicago Mail Order Company is allowing vacations "as unusual," having requested employees to start their vacations in the middle of the week. The idea is to help the Government reduce transportation congestion, already reported to be a mounting problem to the overworked railroads.

At Philadelphia, Edward G. Budd Manufacturing Company is granting a two-week vacation to all plant workers with five or more years of service and a one-week vacation to all those with more than one year. The company plans to continue running on a seven-day week with twenty-four hour shifts on all war work. Formerly only one week's vacation was allowed for any plant worker. The new plan to give an additional week to older workers will affect about 50 per cent of the company's present personnel.

In addition to this, three increases in pay in the last fourteen months have been put into effect, representing total wage increases for all Budd employees of from 15 to 23 per cent.

Schenley Adjusts Salaried Employees' Pay As Cost of Living Increases

Salaried employees of Schenley Distillers Corporation are receiving supplemental payments of 5 per cent of their earnings up to $250 a month for the first three months of 1942, according to an announcement by Lewis S. Rosensteil, chairman. Employees in New York; Louisville, Kentucky; Lawrenceburg, Indiana; Frankfort, Kentucky; Schenley, Pennsylvania; Jersey City, New Jersey; Covington, Kentucky; Cedarhurst, Maryland; and San Francisco, numbering about 2,500 will be included.

Percentage of future payments will be subject to quarterly revision, depending on changing economic conditions and cost of living.

SYSTEM and Business Management Ideas

Have you found a better way to perform some management activity? This department is a clearing house of ideas and methods that short-cut routine or increase sales. Regular space rates will be paid upon publication for each contribution used

1. Special Truck Speeds Maintenance Work

BEFORE March 1941 the electrical maintenance man in the P. H. Hanes Knitting Company, Winston-Salem, North Carolina, plant was kept jumping to do his job and never quite seemed to catch up. By use of the maintenance truck shown above, he is now ahead of his job. This truck was designed by L. R. Gentle, electrical engineer, and A. C. Skelton, chief engineer, and carries a supply of both fluorescent and incandescent lamps, lamp and starter sockets, lamp record sheets, gummed labels for dating lamps, ink stamping pad, and date stamp. The truck is mounted on rubber tire casters and built mostly of ¾-inch plywood. At the back is a large bin for burned-out lamps; on the top are sockets for testing lamps and starters; and on the left end is a 30-foot extension cord with plugs for connection at any location where testing is needed. On the top side is also a lamp changing pole with a 7-foot extension; and on the back of the wagon is carried a 6-foot step ladder.

The labels mentioned above are used in dating fluorescent lamps for the complete record kept in each department on each lamp.

2. Puts Shipping Date On Purchase Orders

LAST year the Massey-Harris Company at Racine, Wisconsin, began printing the shipping date on its purchase orders, instead of the arrival date, as had been the custom for twenty-five years. The shipping date is set two weeks ahead of the time actually needed for work.

In one year, savings on telephone calls and telegrams amounted to $500, plus considerable increase in efficiency by having materials ready in time for jobs.

"When we printed the arrival date on our purchase orders," said Charles E. Krause, purchasing agent, "we always indicated the date the factory wanted to use it. Many times the order would not be here by the arrival date, and the fact was not known. When we found the part was not shipped, it was too late to correct the situation."

Now the purchasing department figures on a week's leeway between time the order is to arrive and the time material is actually needed for work, and the approximate time enroute is figured by Massey-Harris rather than by the supplier. If a notice of shipment is not received within a day or two after the shipping date, a follow-up letter is sent to the supplier.

3. Window Display with Human Interest Appeal

I. G. AMSLER, Pittsburgh pharmacist, recently set up a simple window display which created wide comment because of its human interest appeal. The focal point of the display was a picture of the prescription laboratory, with the message, "The very high professional reputation enjoyed by this pharmacy with the public and physicians is due to the integrity, exacting work, and skill of these men whose photographs are here displayed." Around this nucleus were hung portraits of twenty former and present store associates, covering a period of thirty-two years. Each man's photograph was mounted and his length of service at Amsler's and his present position were listed below. The whole thing was then framed. Of the twenty, nineteen now living have responsible positions or are owners of businesses of their own, and, with the exception of two, all served their apprenticeship with Amsler while attending local pharmacy schools and before becoming registered pharmacists.

Another company making use of human interest in its promotion work is the Georgia Power Company. In a series of advertisements to explain its new customer service plan, not only were the services available for industrial, rural, commercial and industrial lighting, and home users explained, but photographs of local employees in the departments featured were published.

4. Writing Round Figures Saves Typing Time

IN WRITING lists of figures, H. C. Little, vice president, Excelsior Insurance Company of New York, Syracuse, New York, suggests omitting the zero when writing round numbers of dollars and cents. By so doing three strokes can be saved on each figure, and he believes the columns of figures would be more legible and easily understood with only whole numbers appearing on the lists.

He also suggests the use of adding machine tapes as permanent records instead of having the figures obtained from adding operations copied to other office records.

New SYSTEMS and EQUIPMENT

Globe-Wernicke Wood Filing Cabinets

GLOBE-WERNICKE COMPANY has put out a new line of wood filing cabinets under the name of "Recruit," which are made in both letter and cap sizes. The Recruit wood file is well made of selected hardwoods and contains the same cradle-type drawer suspension formerly used in steel filing cabinets. Drawers glide easily and quietly on ball bearings, and a plastic trim is designed to blend harmoniously with the file. The Recruit is finished in medium dark green, similar to former steel file finishes.

The Recruit wood transfer case is made of good quality, air seasoned, and kiln dried wood. These transfer cases may be loaded to capacity as they are furnished without compressor or guide rod, which assures maximum space for storage and transfer filing of old, but important records which must be kept for possible reference.

Typewriter Ribbon Makes Easy-to-Erase Printing

A TYPEWRITER ribbon, called "Dele-tape," employing an ink which does not smudge and which can be erased easily has been developed by Malcolm, Inc. For complete eradication, a liquid chemical supplied by the company is used. The ribbon is standard size and can be used in any typewriter.

Tenite Used for Visible Record Equipment

VISIrecord equipment, made by the Visible Index Corporation, has been revamped by the use of Tenite plastic strips to fit the vertical edges of the divider cards. Formerly, aluminum was used. By using different colored Tenite strips, indices and subdivisions of the system can be identified at a glance. Also, the non-resonant quality of the plastic makes for quieter operation of the equipment.

The VISIrecord principle of card record keeping equipment involves cards or sheets filed in vertical formation and oblique angle in super-imposed position with the horizontal, diagonal, and vertical margins exposed. Between each bank of cards is a divider of Masonite tipped with a transparent vinylite strip and equipped with end rails. The end rails are the parts now made of Tenite.

The system operates without attachments, such as clamps, pockets, or wires, and can be used for both machine and hand posting procedure. The cards are punched on the bottom with the desired spacing, depending on the visibility required, and rest on a ribbed corduroy base, the notches of the card straddling steel rods resting on the corduroy. Most cards are cut diagonally on one corner, thus making three margins for visibility.

Badge for Employee Identification

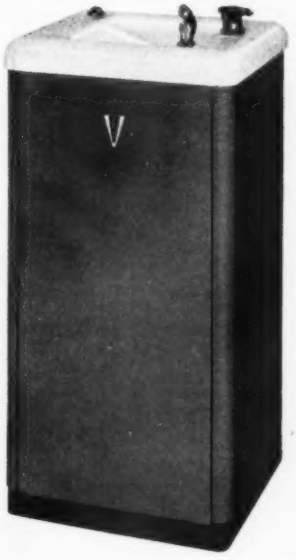
FOR every company engaged in work for the Army, the Navy, the Maritime Commission, or any other government project, it is necessary to establish a rigid identification system for all employees and visitors to plants. The Government recommends that employees' pictures appear on identification badges.

The Parisian Novelty Company has developed a badge which incorporates both an identification photograph of the worker and a plainly visible serial number. This identification badge is also worn by service men, truck drivers, messengers, and others whose work requires them to visit war plants.

The company not only furnishes completed badges but also machines for assembling the badges on the premises. Samples and full information are available to readers of AMERICAN BUSINESS who write on company letterheads.

New Filing Aid Prevents Folders from Sagging

ELIMINATING the necessity of follower blocks in filing drawers, a simple set of file hooks (two on each folder) holds the filing folders and their contents upright in the drawer and saves filing space. The hooks, known as Ver-Tabs, are stapled at the edges of the folders, just high enough so they catch and overlap the edge of the drawer. Time required for removing and replacing filing folders is reduced and the entire operation of filing is speeded. While some manufacturers of filing equipment have patented methods for suspending filing folders and holding them upright, most filing equipment depends upon the follower block to keep contents upright.



Water Cooler Features Economical Operation

RECENTLY placed on the market is a new line of electrically operated pressure bubbler water coolers which the maker, the Ebco Manufacturing Company, claims will produce the greatest volume of palatable drinking water for coolers of comparable size. The line is called "Oasis" and has been designed to effect economies in both labor and materials in production. The model pictured produces 15 gallons per hour. Others vary in capacity from 5 gallons to 20 gallons.

Blackout Fixture Throws Light Downward

FOR blackout lighting, Holophane Company has designed a blackout unit in cooperation with the engineers of the Holophane Company, Limited, in London. This unit follows the requirements of the British Air Raid Precaution Specifications. The average intensity of illumination is the approximate equivalent of starlight on a clear night, and there is no light at 90 degrees or above.

Completely Assembled Guardhouse

WAR plants of necessity must maintain guards at entrances. But guards cannot be expected to remain out in the open in bad weather. To protect them, the Edwards Manufacturing Company has produced a portable, completely assembled, four-way vision guardhouse. It is made of heavy gauge arc-welded construction and is mounted on a heavy wood floor. There are two standard sizes, 48 by 48 inches square and 54 by 54 inches square, with ceiling height on both 6 feet, 10 inches.

INSIST ON

Parsons

Papers

FOR YOUR

Forms
Records
Stationery

•

Superior Quality

MADE FROM COTTON FIBERS

•

Ask your Printer for Samples of these fine grade Papers

•

PARSONS PAPER CO.

HOLYOKE · MASSACHUSETTS

The OFFICE VALET

REPLACE LOCKERS

•

SAVE FLOOR SPACE

•

KEEP CLOTHES IN PRESS, AIRED AND SANITARY

Reclaim locker room space for productive use with Modern No. 3-U Factory and Office Racks that accommodate 3 or 6 persons per running foot, that come in any length, and fit in anywhere. Hold hats, coats, umbrellas, overshoes—no crumpling or crushing. Keep clothes "in press" and well aired.

Valet Racks and non-tipping costumers are smartly made, are beautifully finished in office green or brown baked enamel. Now available in ALL WOOD construction that exactly matches your steel Valet Racks. Write for Catalog showing complete line of modern office, factory, school and institution wardrobe equipment.

VOGEL-PETERSON CO.

"The Checkroom People"

Chicago, U. S. A.

Salesman's Prize Books

FOR your next prize plan or sales contest—use this impressive, colorful, effective prize book. A carefully selected array of over 1,000 prizes, presented in color photography, four-color process printing, human interest photographs, unusual black-and-white layouts. A fifty-two page prize book that will help you get greater sales results in any campaign or prize plan.

The use of these prize books permits you to take advantage of the Dartnell cooperative plan for purchasing prizes. The plan is used by hundreds of leading companies to save money and to get a more effective selection of prizes.

Sales contest suggestions gladly sent upon request.

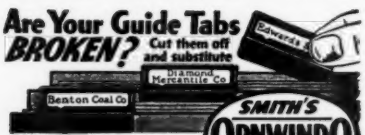
Contest and Prize Division

THE DARTNELL CORPORATION

4660 Ravenswood Avenue, Chicago

Where To Buy It

Steel Guide Tabs



Unbreakable spring jaws clamp them firmly to cards but permit removal or rearrangement.
Large openings covered by transparent pyroxylin, white, blue, green, yellow, pink or red.
Insertable labels in perforated strips for typing.
2 Sizes, 1 in. wide and 2 in. Tops straight, or bent back.
Sold by best stationers, U.S. and foreign, or sent postpaid to responsible firms on 30 days trial. Price list free.
Samples (5 or less) 2 cents each

4,500 used by Georgia Railroad Bank, Augusta, Ga.

CHAS. C. SMITH, Mfr., Box 346, Exeter, Nebr.

House Organs

SAVE MONEY on your HOUSE ORGAN

SPECIALIZING ON MAGAzines makes it possible for you to obtain your house organ, employee's magazine, etc., at less than one-half usual prices. Free samples, particulars, etc.

NATIONAL PUBLISHERS PRESS
623 Ottawa, Grand Rapids, Mich.

Cut Costs with DARTNELL FORMS

Save Time and Money

SALESMAN'S APPLICATION BLANK — Used by more than 3,000 concerns to find weak points in applicants for positions as salesmen. A four-page form embodying the best features of many forms. 8½x11 in.

Other Dartnell forms are: General Application Blanks; Expense Account Forms; Automobile Expense Books; Auto Expense Blanks; Salesmen's Reference Forms.

Write for FREE Samples

DARTNELL CORPORATION, Publishers
4660 Ravenswood Ave. Chicago, U.S.A.

Steel Signals

Signal vital facts with Cook's File Signals—automatic reminders, invaluable for classifying, indexing data. Card of actual samples (all styles, colors) free; no obligation.

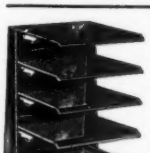
THE H. C. COOK CO. 38 Beaver St. Ansonia, Conn.

Advertising Novelties

Help maintain civilian morale and improve your business at the same time. Place your name in front of your customers with Patriotic Mechanical Pencils, Exclusive Art Hangers and Calendars, Safety First Cases, Patriotic Letter Enclosures, Plastic Match Cases, Windshield Wipers, countless other items. Inexpensive, Resultful.

ADVERTISERS PUBLISHING CO.
Dept. AB-2 **Ann Arbor, Michigan**

Desk Accessories



LETTER RACK

Saves time. Clears your desk for action. A place for every paper. Needed on every desk.
( ) **Letter Size $5.50** (**F.O.B.**
( ) **Cap Size $6.50** (*Factory*
Check size and quantity desired. Send your order today.

Currier Manufacturing Co.
21 N. W. Terminal Building Minneapolis, Minn.

Olive Green Art Steel

Labels—All Kinds

LABELS

LOW PRICES QUICK SERVICE HIGH QUALITY
GUMMED OR UNGUMMED
TYPE-ENGRAVED-ROLL
TOMPKINS' LABEL SERVICE
3211 FRANKFORD AVE. PHILA., PA.

Salesmen Wanted

WILL YOU WEAR THIS SUIT

and make up to $10 per day?

Let us send you a fine all-wool tailored suit FREE of not one penny cost. Just follow our easy plan and show the suit to your friends. Partial payment plan. No experience—no house to house canvassing.

SEND FOR SAMPLE — FREE OF COST!

Write today! Send us your suit size and color you prefer.

RIALTO TAILORING CO., Gillespie, Ill.

Business TIPS

The following literature is of special interest to executives active in business management. Unless otherwise stated, it will be sent upon request to either the company or editors of AMERICAN BUSINESS.

New Magazine on Packaging

A NEW house magazine is being published by the Hinde and Dauch Paper Company. *The Package Laboratory News* is aimed at giving manufacturers helpful, authoritative news of corrugated packaging developments aimed to produce more efficient, economical, and effective packaging. One section will be devoted to ideas for future packaging.

Information on Plywood

A NEW, nontechnical folder on resin-bonded plywood is available from Durez Plastics and Chemicals, Inc. The history and manufacture of plywood are briefly described and the remainder of the folder is used for pictures showing Durez-bonded plywood in use in speed boats, homes, refrigerated storage rooms, automobiles and trucks, signs, and aircraft.

Booklet Shows Customers Their New Markets

A BOOKLET which will be of particular interest to printing companies is *How to Keep Presses Busy Now,* prepared by the Parsons Paper Company. It discusses office forms from which printers can obtain much volume business, for forms are daily becoming more important in the conduct of business. A form printing survey blank included in the book will almost certainly show up desirable changes in forms if properly filled out by persons in charge of forms.

Pointers to Help Machinists

FOR machinists operating Doall Countour Sawing Machines, a guidebook, *A Chalk Talk on 40 Different Ways to Cut Machining Costs,* is available from Continental Machines, Inc. Each illustration is a "chalk talk" explanation showing how experienced operators save themselves time and metal in their machining practices.

THE BUSINESS MARKET PLACE

HARRY K. GOODALL, Classified Advertising Manager

It will pay you as a reader of AMERICAN BUSINESS to read these announcements. Answer those that interest you, so that the advertiser can present the full facts of his proposition by mail. If you have something to advertise yourself, send in your own sales message. The cost is small.—RATES. *Ordinary Classified.* 20 cents per word. First line in six point boldface type and centered—$1.00. White space $1.00 per agate line. *Display Classified.* 1 inch: $14.00; ½ inch: $7.00, $12.00 and $6.30 respectively on 12 time contract. Terms: Cash with order unless credit references are submitted and approved. Forms close 20th of preceding month. Published 1st of month of issue.

For Multigraph Users

MULTIGRAPH TYPE

EVERY FONT is carried in stock and is made from a hard foundry metal, assuring the customer of a clear, sharp appearance and perfect alignment—these are of vital importance for any printed matter. Send for catalog A containing 40 pages of modern type faces, borders and specials; including printer's type for the Flexo or No. 59 typesetter.

MULTIGRAPHERS COMPOSING CO., INC.
638 S. Federal St., Chicago, Ill.

Incorporating Services

DELAWARE CHARTERS: Complete service $35. Submitted forms. CHAS. G. GUYER, INC., Wilmington, Delaware.

DELAWARE CORPORATIONS organized and represented; request free forms. COLONIAL CHARTER COMPANY, Wilmington, Delaware.

Business Opportunities

EXTREMELY PROFITABLE LIFETIME BUSINESS Opportunity unlimited for live-wires to operate a Collection Agency-Credit Bureau Business. Quickly learned. Many make $4,000, up. Write for interesting facts. Address:
COLE ASSOCIATES, Dept. AB, Syracuse, N. Y.

STATUARY: Make all kinds. Simple process. Make and install artificial stone flooring in color. Liquid marble. Other money-makers. Write promptly. Literature free. COMPO-TEX, Box 786-M, St. Louis, Mo.

FREE TREATISE ON CLASSIFIED ADVERTISING You'll find a few helpful hints on "HOW TO PREPARE PRODUCTIVE CLASSIFIED ADVERTISING" in our free monograph of that title. If interested in classified advertising from any angle, write for your free copy TODAY. AMERICAN BUSINESS, 4660 Ravenswood Avenue, Chicago.

Money Making Opportunities

INCREASE YOUR INCOME. Several profitable propositions to select from. Send for free details. GEO. C. TALBOT, Norwood, Mass.

New York Mail Service

PERSONAL AND BUSINESS MAIL received and reforwarded. DUNN MAIL SYSTEM, Box 12, 216 West 69th Street, New York, N. Y.

Postcard Advertising

Make your POSTCARD ADVERTISING dynamic, colorful, attention-arresting! Economically priced FLASH POSTCARDS will give your message the "punch" it needs to knock over sales. Send for samples. KUPFER PRINTING COMPANY, 503 South Jefferson Street, Chicago, Illinois.

Inventions for Sale

EXPLOIT NEW INVENTIONS and make money. Write for our free classification sheet of inventions for sale. ADAM FISHER CO., 41 Enright, St. Louis, Mo.

Executives Wanted

SALARIED POSITIONS—$2,500 to $25,000 This advertising service of 32 years' recognized standing negotiates for positions of calibre indicated. Procedure individualized to your personal requirements. Retaining fee protected by refund provision. Identity covered. If salary has been $2,500 or more send for details. R. W. BIXBY, INC., 201 Delward Bldg., Buffalo, N.Y.

EXECUTIVES $2,400—$25,000

This reliable service, established 1927, conducts confidential negotiations for high-grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present positions. Send name and address only for details.

JIRA THAYER JENNINGS
Dept. B—9 Center Street, New Haven, Conn.

Job Consultants

GET THE BETTER JOB, and keep it, by the Gatto System, of analysis advice and guidance. Efficient, time-tested, reasonable. Free booklet. GATTO ASSOCIATES, Box 74, Trenton, N. J.

Used Business Equipment

WHAT OFFICE EQUIPMENT DO YOU NEED or want to sell? We buy and sell all kinds of office equipment, specializing in Visible Equipment, such as Kardex, Acme, International Visible and other makes. Write us.
E. H. HEINEMAN, 4 N. 8th St., St. Louis, Mo.

ELLIOTT FISHER, Moon Hopkins, Adding, Calculating, all makes office machines. ROBERT NOVAK, 529 So. Wells, Chicago.

No. 36 ELECTRIC DRIVEN MULTIGRAPH with seven roll printing attachment and power stand. Original cost $450. Selling price $125. Also A. B. Dick Company ELECTRIC DRIVEN MIMEOGRAPH complete with power stand, electric drive and automatic paper feed. Original cost $380. Price $95. BOX E, Franklin Station, Baltimore, Md.

Used Office Machines

MIMEOGRAPH, Multigraph, Addressograph, Folder, Dictaphone. Send for Free bargain circular on office machines. PRUITT, 37 Pruitt Bldg., Chicago.

For Sales Managers

SALESMEN'S APPLICATION BLANKS used by more than 900 leading companies for quickly grading applicants for sales positions—4 pages—$6.00 per hundred. Also expense account forms, reference forms, auto expense account forms, etc. THE DARTNELL PRESS, 1801 Leland Avenue, Chicago.

Accountants

ACCOUNTANTS AND BOOKKEEPERS. Real profit from new type bookkeeping service. Write ASCO, Box 1468, Springfield, Mass.

Advertising Agencies

YOUR AGENTS, mail order advertisement inserted all newspapers, magazines. Publishers' rates. MARTIN ADVERTISING AGENCY, 171B Madison Avenue, New York.

Advertising Services

ADVERTISING COPY, LAYOUTS, literature, expertly prepared. Send complete particulars for estimate and advice. ROBERT PETERSON, 400 W. Madison, Chicago.

Sales Letters

HOW TO ESTABLISH YOUR BUSINESS! Now's the time for mail campaigns. Establish yourself for the future! Write HUTZLER ADVERTISING AGENCY, Dayton, Ohio.

Mailing Lists

NATIONAL COMPILATIONS

(A) 20-44-year-old registrants, (B) July 1, 1941, 21-year-old registrants, (C) Men in the Services, (D) Men and women engaged in war production activities. Thousands of other classifications. Without charge we suggest prospects, analyze literature and recommend tests to be made.

WESTERN ADVERTISING SERVICE
401-406—Phoenix Building, Minneapolis, Minn.

PRODUCTIVE Mailing Lists

Many classifications, latest dates. RABIRO SERVICE (AB), 228 2nd Street, New York.

Printing of All Kinds

AIR MAIL ENVELOPES
Large No. 10 size; red, white and blue border; your printed Corner Card. 100 Postpaid $1.00; 300-$2.00. Free price list other printing. TRANSAMERICAN ENVELOPE CO., 514 Shelby, Detroit, Michigan.

Hammermill Bond Letterheads—500, $2.50; 1000, $4.00. Office forms of all kinds. EATON PRESS, Gardner, Kansas.

1000 6 x 9 CIRCULARS, $2.95. Stationery, booklets, publications. Samples. Low prices. REPORTER PUBLISHERS, Chelsea, Okla.

MR. PRINTER: Present your little sales message to the business executive subscribers and other serious readers of AMERICAN BUSINESS in a classified advertisement under this classification. Send your "copy" now for the next issue or write for further information. Address: Classified Manager, AMERICAN BUSINESS, 4660 Ravenswood Avenue, Chicago.

Business Services

LETTERS—POSTCARDS ADDRESSED, 1c each—Buying Lists—OZARK ADVERTIZERS, Ironton, Missouri.

Credits and Collections

LEARN ACCOUNT COLLECTING. Good income; quick results. Interesting folder free. NATIONAL COLLECTORS ASSOCIATION, Newark, Ohio.

It's as easy as this!

At New York's Grand Central Terminal just toss your bag to a porter and say "Hotel Roosevelt" . . . He'll escort you through our private passageway, direct to the Roosevelt lobby . . . Time-saving convenience and complete comfort . . . Satisfying meals . . . Attractive rooms with bath, from $4.50.

Dancing in the Cocktail Lounge every afternoon, except Sunday

HOTEL ROOSEVELT

BERNAM G. HINES, *Managing Director*

MADISON AVENUE AT 45th ST., NEW YORK

ILLUSTRATED SALES LETTERHEADS

•

For bulletins to salesmen, sales letters, collection letters, special letters to customers, and dramatized mailings of all kinds. Four hundred ideas and 400 colorfully illustrated letterhead samples you can use, costing over $10,000. Yours for $3.00. Sent on approval. Prize and Contest Department.

•

DARTNELL CORPORATION

4660 RAVENSWOOD AVENUE

CHICAGO

NEW BOOKS *for Executives*

OFFICE MANAGEMENT. By George M. Darlington, C.P.A. The author is associate professor of accounting, University of Nebraska. He has revised, enlarged, and brought up-to-date some of the material which appeared in an earlier book of the same title published in 1935. While the book is undoubtedly helpful to students and perhaps to the office managers of small companies or to men who are gaining their first experience in charge of an office, it is too elemental to be of great value to the trained, experienced office manager who is looking for new ideas. The illustrations of equipment are modern, but most of the forms reproduced are obsolete, poorly designed, and wholly unsuitable for modern office machines. This is a common fault in so many books where the authors seem to grab the first form which comes to their attention and which illustrates a point. Several chapters, especially the one on stenography, typing, and allied operations seem wholly inadequate. The Ronald Press Company, New York. $2.50.

COMMERCIAL CREDIT AND COLLECTION PRACTICE. By Watrous H. Irons, Ph.D. Dr. Irons is associate professor of banking and finance, School of Business Administration, the University of Texas. He has produced a comprehensive treatise on credit and collection work with an especially valuable chapter on bankruptcy law and procedure and a thorough reporting and description of the many sources of credit information. There is an excellent chapter about determining credit limits, although much of the material will be familiar to experienced credit men and bankers. In the chapter on collection instruments we believe the doctor has failed to say enough about the use of personal collectors. His contention is that good collectors are difficult to obtain, and that they can, if they are good, demand high salaries—salaries so high that their work becomes unprofitable and collection costs too high. It is true that good collectors, like good salesmen, good authors, and good generals are scarce and hard to find. But that is scarcely a reason for dismissing them as briefly as Dr. Irons disposes of them. Here is a good reference book even for the veteran credit man—a gold mine for the credit man whose experience is limited and a batch of jewels for the beginner. The Ronald Press Company, New York. $4.50.

BOOKS FOR TRAINING. While it would be impossible to publish a list of all books available today for technical training, we want to use this remaining space to remind you that no matter what training task faces you in these critical days of shortages of man and woman power, there is a book to help you. Need calculator operators? There are two excellent books on calculator machine operating, one for crank-driven calculators and one on key-driven calculators. Both are published by the South-Western Publishing Company. The Henry Ford School at Dearborn, Michigan, publishes several textbooks for machinists and other shop employees which have proved to be excellent. Lincoln Electric Company publishes books on welding that are standard, while the South Bend Lathe Company issues several small volumes on lathe operation which would be difficult to excel. The Hobart Trade School publishes material on arc welding. Many of the standard schoolbook publishers have brought out helpful technical books, while the lists of the technical book publishers, such as McGraw-Hill Book Company, American Technical Society, are being rapidly increased to meet the demand. The editors of AMERICAN BUSINESS will gladly undertake to suggest a list of books for certain studies or to furnish the names of the publishers.

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DARTNELL PRESS, CHICAGO